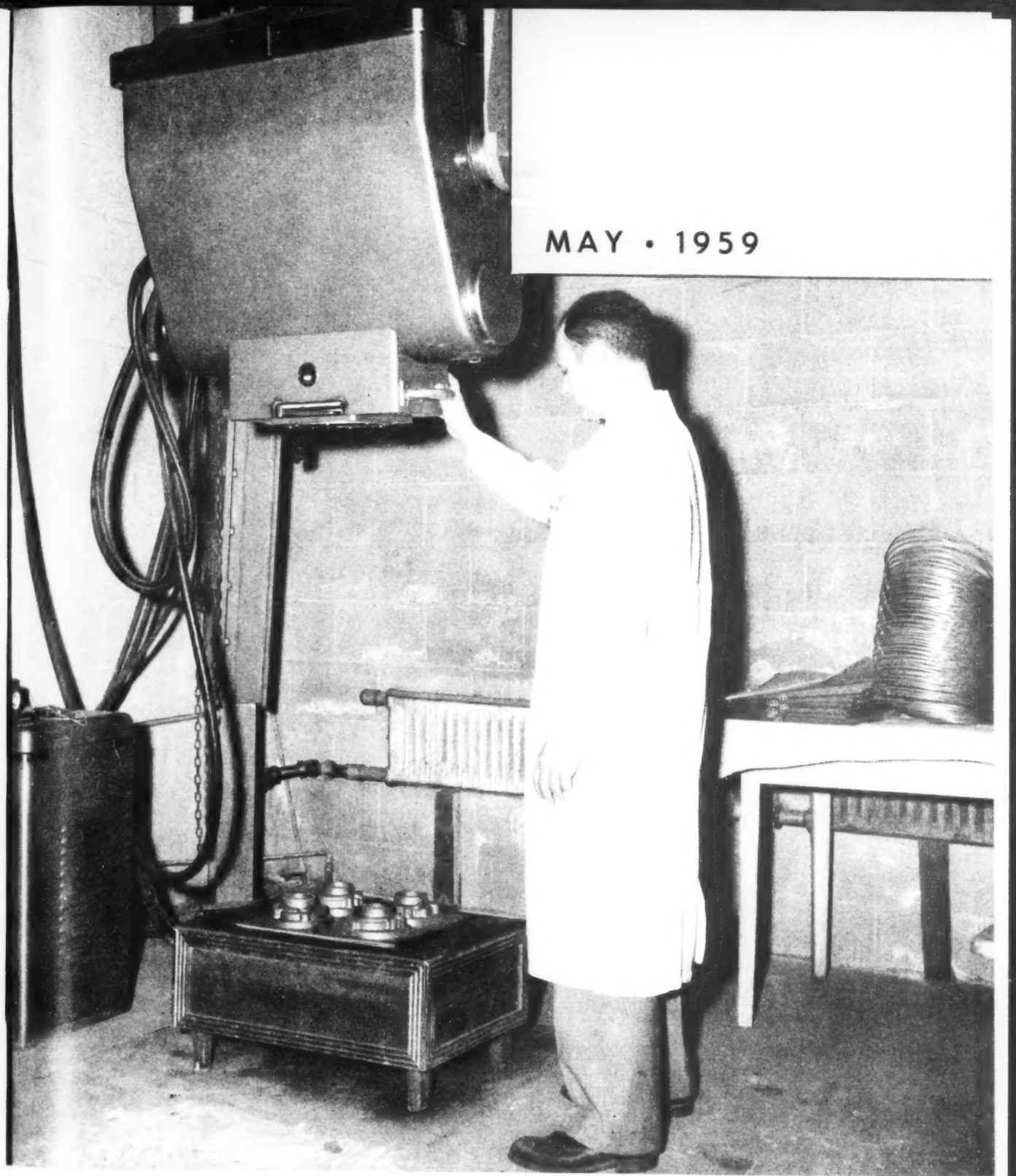

MAY • 1959

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THE SOUTHERN NEW ENGLAND *Telephone* COMPANY

CONNECTICUT
INDUSTRY

MAY • 1959
VOLUME 37 NUMBER 5

THIS MONTH'S cover photo shows a 250 KVA Jib Crane X-Ray Unit used in the testing operations at State Testing Laboratory, Bridgeport.

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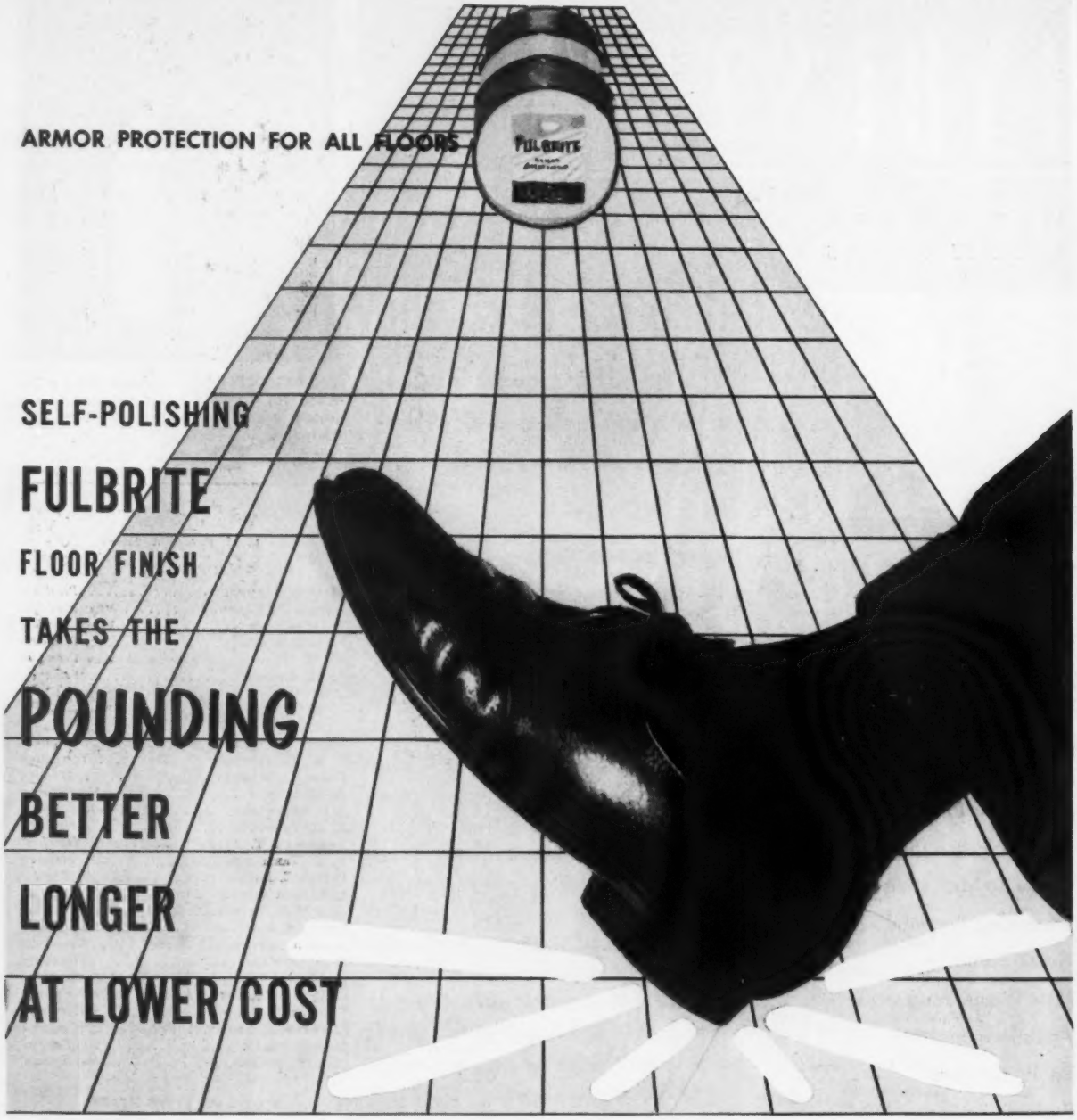

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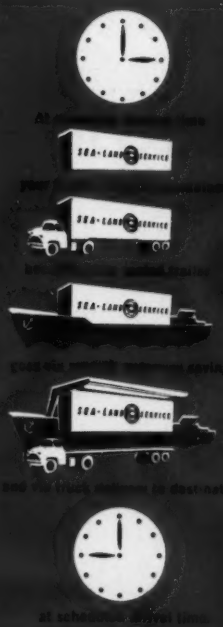

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JOB DESTRUCTION

By DAVID LAWRENCE, Editor
U.S. News & World Report

♦ SEVERAL thousand unemployed workers assembled in an artificially contrived demonstration in Washington last week to attempt to prove that the Administration isn't doing enough to create jobs.

The prescription offered—that the Government spend more money on various projects reminiscent of the "boondoggling" of the 1930s—was quickly embraced by some Democratic leaders. Indeed, it was suggested that a commission be appointed to investigate the plight of the unemployed in various areas. There were unmistakable signs of an effort to engage in political exploitation.

Memories are short. All the "made-work" appropriations in the period of the Hoover-Roosevelt depression from 1933 to 1940 did not at any time reduce the unemployment figure below the 7,700,000 mark. It still stood at 9,480,000 in 1939. Only defense projects necessitated by World War II ended use of the opiates that had proved so illusory in the attempt to increase employment. No effective substitute had been found for the normal processes of job creation, especially in the capital-goods industries which had been particularly neglected in the so-called depression remedies.

So it is today. Those economists with a nostalgia for the old New Deal pattern still urge the appropriation of billions of dollars of public funds for a variety of special projects aimed at stimulating the creation of jobs. They talk glibly of the expanding population and the "growth" that's ahead of us. But they do not put their finger on the poison that is stunting our growth today—the job destruction that has been consistently, though unwittingly, carried on by the organized-labor monopoly.

Certainly there is need for a commission to investigate, as Senator Lyndon Johnson, Democrat-majority leader in the Senate—has proposed, but it should do more than seek headlines to emphasize for political reasons the fact that there is unemployment. What the commission should do, of course, is to investigate and expose the persistent destruction of jobs in the last several years.

It will be found that labor unions have forced prices up to the point where the products of many companies have been priced out of the market as bigger competitors, with better tools and equipment, have taken over.

It will be found that union labor has all too often abandoned at the collective-bargaining table the statesmanship of only 10 years ago when the AFL sent out a guidance memorandum to its local labor unions recommending that they take into account the financial and price problems of the employer before submitting requests for wage changes.

It will be found that the number of mergers, particularly among small businesses, has been large and that failures have increased because of exorbitant demands by labor unions which in many an industry make the small business pay the same wage rates as the big business.

It will be found that, whereas in 1956 American businessmen had approved plans for capital goods expansion—the building of new plants and the purchase of new tools and equipment—many of these projects had to be laid aside in the next two years because the cost of borrowing money had substantially increased and there was an inadequate supply of capital.

It will be found that plans on the drawing board today for normal expansion of American business would create more jobs than all the billions of public money which Congress is being urged to spend outside the budget.

It will be found that, whereas 850,000 youngsters come into the labor market each year, the big labor monopoly shuts many of them out as it continues the process of job destruction through the forcing of higher and higher prices beyond the consumer's capacity to pay.

It will be found that the drive for more and more government spending for special interests has unbalanced our budget and produced around the world a loss of confidence in the American dollar.

It will be found that there are vast opportunities for American trade abroad even under existing tariffs and quotas but that the American workingman is not getting the benefit of such expansion because the American price level is inflated.

For the fact is that the labor monopoly and inflation have stunted job creation.

A commission appointed to "play politics with human misery" is indefensible. But a commission that will open the eyes of the American people to those forces and influences which have been carrying on for several years now a steady campaign of job destruction would be helpful. Such a fact-finding inquiry should, of course, be conducted by a body of broad-visioned citizens who are without political motivation and clearly without ties to the pressure groups.

Reprinted from April 20th issue U. S. News & World Report, *an independent weekly news magazine published at Washington. Copyright 1959 United States News Publishing Corporation. Further reproduction forbidden except by special permission of publisher.*

A Laboratory

Milton J. Gellis, director of State Testing Laboratory.

■ FREQUENTLY one hears such remarks as "He's only a dreamer," or "That's only a dream." From the point of view of the persons making such comments both dreams and dreamers are considered impractical phenomena. But from the point of view of history, men would still be living in caves and North America would be the unmolested primeval home of Indians rather than the sire of the atomic age and the heart-center of the free world if it had not been for dreams, powered into meaningful accomplishment, by men of action. Connecticut, the most highly industrialized piece of real estate in the world today, would have been only a game sanctuary without the effective translation of dreams into reality by thousands of inventors, entrepreneurs and skilled artisans. And whatever future is in store for the people of the Nutmeg State will be built from dream patterns, by men and women who have the creative spark and courage to clothe those dream patterns with useful substance. As we move at an ever accelerating pace into the increasingly complex atomic age, Connecticut's greatest need is for more dreamers with the "can do, will do" motto of the World War II Seabees in their hearts.

One of the more modern dreamers of the atomic age is Milton Gellis of Bridgeport. As a boy in grammar school his all-consuming interest and major hobby was building a chain of miniature laboratories in just about every corner of his home from materials secured from his cousin's drug store. The study of chemistry and

Set-up for the use of radioactive material in the laboratory. Similar arrangements are made in field usage.

Special tests are conducted for customer's product certifications.

Dream

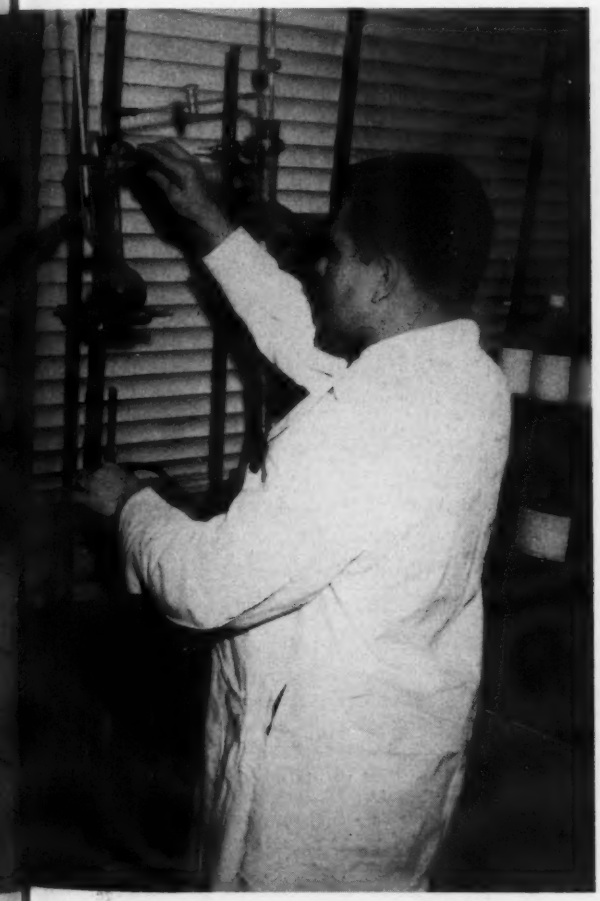
other sciences in high school along with a part-time job in an industrial laboratory served to intensify his interest in the laboratory testing field.

Upon graduation from high school Milton Gellis decided to pay his military obligation through a four year stint in the Navy. Here he received training in electronics which has since proved extremely valuable in working out his dream of owning a testing laboratory of his own, which gripped him in 1949, while studying chemistry and engineering at Bridgeport University. During his years at the University he worked part time in a Bridgeport plating plant and built a small laboratory of his own in his basement.

By 1950 his dream became reality when he and Edward B. Pickman became partners in launching State Test-

(Continued on page 31)

The headquarters of State Testing Laboratory in Bridgeport.



Technicians are qualified to run many diversified tests.

Laboratory technician weighing out samples for chemical analyses.

Persuasion: Key Management Tool

By C. J. DOVER
Consultant in Communication
General Electric Co., N.Y., N.Y.

This brief article may be your most profitable reading for 1959. It will be for those in management who put into effective practice the suggestions made by Mr. Dover, the author.

The author, C. J. Dover, consultant in communication for GE, left, reviews persuasive articles in the GE publications with Henry Bachrach, employee communication specialist and past president of ICIE.

■ NOT so long ago, in the city of Caracas, a mob attacked a car carrying the vice-president of the United States, and spat in his face . . .

Not long ago, in the city of Tripoli, the public library of the United States Information Service was sacked and burned . . .

Not long ago, in the city of Lima, the United States flag was burned on the streets while thousands cheered . . .

Why?

Do things like this happen because the *deeds* of the United States in its relations with foreign nations have been selfish, evil or unsound in recent years? These are the explanations we hear most often, but those who say so usually are political partisans.

If we lay political partisanship aside, most of us would agree that during the past two decades and under three different presidents, the international behavior of the United States in general has been good. But substantial evidence points to the fact that we have made new enemies, and alienated many of our friends.

A major reason for these failures on the international scene has been *ineptness in human communication.* We've been outthought and outmaneuvered in the propaganda field by our ideological competition. We've said the wrong things to the wrong people at the wrong time and through the wrong channels. We have failed to interpret properly our good deeds; we have failed to persuade others that our intentions toward them are sound and honest.

These examples bear a striking similarity to the problems and failures of management communications with employees and the general public.

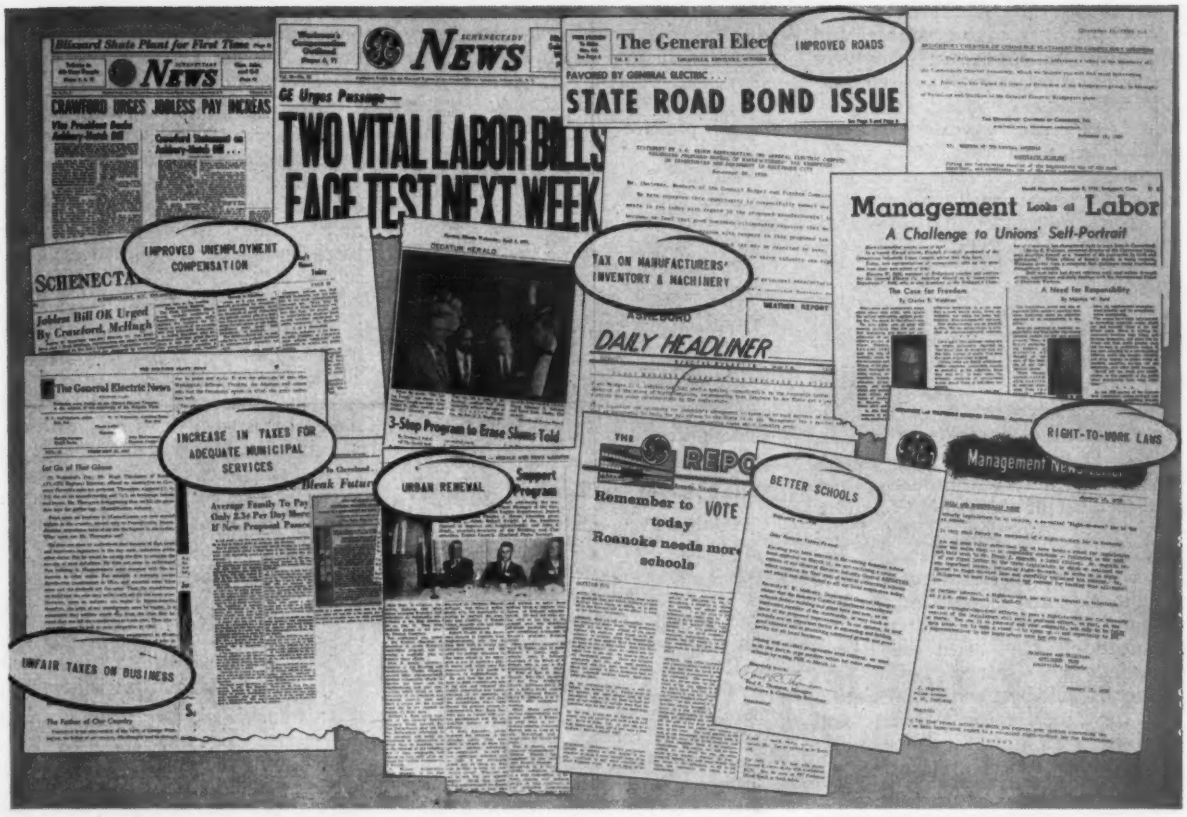
The managers of business and industry in this nation, in spite of their inevitable mistakes, have a magnificent record of accomplishment in furthering the best interests of employees and the general public—just as our nation's record of deeds on the international front is a good one. But the familiar public opinion polls have frequently shown the relatively low esteem the public and employees hold for businessmen. And, in our own sphere, we have many counterparts of the Caracas incident—when a foolish strike dramatically erupts, when the business community becomes a political football, when a powerful union official exercises push-button control over a company's operation.

An edited digest of an address given by Mr. Dover at the most recent Conference of The International Council of Industrial Editors, and reprinted, in part, with permission from the editor of "Reporting", publication of ICIE.

Failure to Interpret Properly

These failures of management—like the failures of government on the international scene—are usually caused by ineptness in communication.

These failures cannot be blamed on quantitative deficiencies. Management spends $500,000,000 per year on oral and written techniques of employee communication, including the sponsorship of 8,000 employee publications which reach an estimated 75 million readers. Rather other factors which underlie the inadequacies of management's total communication effort must be examined.



How plant publications can speak out on issues, contributing to a better business climate, is illustrated by this array of General Electric publications which practice the art of such communication effectively.

Employees of the General Electric Schenectady plant are reading material in GE NEWS on increasing taxes on the Schenectady plant. Articles in the publication showed how tax burdens hamper a company's ability to compete.

Recently published material presenting facts persuasively are reviewed by Dana C. Pierce, left, editor of General Electric News, and John Mitovich, specialist in public affairs, at the company's Lynn, Mass. plant.

ABOUT THE AUTHOR: C. J. Dover provides advice, counsel and appraisal functions in employee communication, community relations and press-radio-TV relations to General Electric production departments throughout the nation. Prior to his present position, he served General Electric as an advertising and sales promotion specialist, community relations specialist, and Manager of Community Relations and Communications for the Lamp Division. Before joining General Electric, in 1948, he was a Director of Public Relations for UNRRA, and worked as a newspaperman, radio writer, and publicity agent. He was an Air Force captain during World War II.

Mr. Dover is listed in "Who's Who in Commerce in Industry," and is a member of the Public Relations Society of America, Sigma Delta Chi, the American Academy of Political and Social Science and serves on the National Council of the National Society for the Study of Communication. He twice has been awarded the George Washington Honor Medal by Freedoms Foundation for Americanism activities, and received a citation for outstanding public relations achievement.

Here are some earnestly-held convictions about just one of the factors which limit managements effectiveness—namely, its reluctance to face up to the fact that it has not only the right, but the *obligation* to make honest *persuasion* play a key role in employee communication.

I think that the communication job would be far more effective if higher management would stop *withholding information vital to the welfare of employees,* and would *stop being silent about their honestly-held opinions* everywhere except in the safety of their panelled offices.

There is room for optimism, however. A growing number of companies are speaking up persuasively in areas which have been the traditional "sacred cows" of employee communication.

Consider how far we have come. It wasn't many years ago when the typical employee publication had nothing more startling than assorted gossip columns and slightly faded baby pictures. Then, during a period coinciding with World War II, there was a tremendous expansion in size and scope of employee publications. Better qualified editors were chosen. Gossip columns and vacation snapshots began to be supplemented more often by information about the company—its policies, its benefit plans, its products. Managers were enamoured of the idea that better informed employees were more productive employees—that the simple act of giving employees more information was a stimulus which would produce a specific action response.

But then the inevitable reaction began to appear. Social scientists like Hovland, Lumsdaine and Sheffield began to publish results of exhaustive studies which offered evidence that the mere act of providing information was not sufficient by itself to produce the desired action. These intellectual influences, however, were probably not sufficient, by themselves, to bring about the most recent broadening of communication purpose.

What About Publication Results?

Another even more powerful force for change has been economic in its nature. The living was easy when customers were jumping and profits were high. But as competition got tougher, and customers became more coy, the healthy and inevitable need to look searchingly at corporate costs became more evident.

In this atmosphere, managers began to ask more frequently for justification of the employee communication dollar in terms of real results achieved. This demand is embarrassing, and sometimes fatal, to the editor or communication specialist who can do nothing but mutter some vague generalities to the effect that he's "building morale." This trend—and it's a healthy one—toward more effective measurement of communication content and results, teamed up with the increasing re-examination of the old notions of information theory. Together they give impetus to what is emerging as the fully matured purpose of employee communication—namely, to entertain, to inform, and *to persuade.*

Now let's take cognizance of the fact that there are good citizens among us who feel that there is something sinister about persuasion. They frown on what they call the "manipulation of employees."

Need Honesty and Good Judgment

This word "manipulation" is loaded with emotional overtones. In the usual sense in which it is used, evil intent and dishonest juggling of facts are strongly implied, and such tactics are properly condemned. But let's keep in mind that from cradle to grave we as individuals are manipulated, in the sense that others exert persuasive influence on our actions and our ideas. We are persuaded by ministers, parents and the mass media to observe moral and ethical standards. We are persuaded to choose one automobile or one refrigerator over a competing brand. We are persuaded to donate blood, or money.

So we should not condemn persuasion. We should simply insist that our persuasive communication meet proper ethical standards, which means that our purpose must be honest and our message must reflect sound judgment based on thorough knowledge of the subject.

In trying to pin down the honestly-held objections which some people have toward persuasion, I have concluded that, in most cases, the negative reaction is not really directed toward the art of persuasion itself. Rather, the objection is basically concerned with the *subject area* of persuasive communication. Thus, the same person who readily admits that it's perfectly proper for his company to persuade people to buy its products, to persuade the public that it is a good corporate citizen, and to persuade employees to observe safety precautions on the job, may object violently to persuasion where a *controversial* issue is involved.

This double standard of editorial or managerial judgment is a major reason why, in the content of so many employee publications, a Zone of Silence is still so conspicuous. This is a major reason why it takes so much searching to find a forthright management statement, directed squarely at employees on issues which may lead to open dispute and conflict among businessmen, union officials, government representatives, and employees—such issues as the recent economic recession, its causes and cures; automation; union negotiations; strikes and work stoppages; *specific* political issues; union representation elections; product price increases; the so-called Guaranteed Annual Wage; employee pay and how it is set; increases in the cost-ol-living, and compulsory union membership and Right-to-Work laws.

We seem to have a blind spot about persuading employees that it is in their best interest to hear management's views on employee-centered controversial issues. We are selling short the employee's sense of fairness when we so hastily assume that he will object to an honest statement of how we stand. The evidence is substantial that if our deeds have been right—if we've treated the employee fairly—he will rarely resent giving our views a fair hearing, regardless of whether he happens to agree or disagree with the position we take.

The intellectual underpinning, and the very essence of a free society is that conflicting viewpoints are subjected to public scrutiny. Our Republic

(Continued on page 38)

C. William Pennington, vice president and general manager of the Footwear Division, compliments over 500 employees who attended the award ceremonies. Other participants shown on the platform are, left to right, Frank Hayden, vice president of Local 45; General George C. Stewart, executive vice president of the National Safety Council; Thomas J. Nelligan, acting industrial relations manager; Governor Ribicoff; W. E. Bittle, factory manager; Wesley M. Graff, manager of safety, fire and medical services; S. Lloyd Sammis, eastern production manager; and Earl C. Shedd, safety supervisor.

Governor Abraham A. Ribicoff presents to Miss Antoinette Zuccarelli, who represented all employees, a copy of a resolution adopted by the General Assembly of the State of Connecticut praising the Naugatuck Footwear Plant, United States Rubber Company, for breaking the State safety record for all industries.

General George C. Stewart (right), executive vice president of the National Safety Council, presents the award to Frank Hayden, vice president of Local 45 on behalf of all employees.

Naugatuck Footwear Plant Wins Top Safety Award

■ THE Naugatuck Footwear Plant of United States Rubber Company received the highest recognition obtainable for industrial safety at ceremonies held Wednesday, March 25, in the plant's New Warehouse Cafeteria in Naugatuck.

Naugatuck Footwear's outstanding record of improvement during the past eight years has been particularly notable. In 1951, the plant experienced 60 disabling injuries. This figure has been reduced consistently every year, due mainly to untiring and consistent promotion aimed at making every employee safety conscious. In February 1956, the plant completed 17 million man hours of production with only one disabling injury. Prior to that injury, the plant had established a new World's Safety Record for the Rubber Industry of 10,250,000 safe man hours, from August 26, 1954, through July 12, 1955.

On January 8, 1958, the plant had its record broken when the Mishawaka Plant of U. S. Rubber Company worked 11,400,483 safe man hours. Early in February Naugatuck Footwear recaptured the World Record in the Rubber Industry by working 13,096,949 safe man hours without a disabling injury.

Although it was mainly in recognition of this accomplishment that the March 25 ceremonies were arranged, due recognition was given at the same time to other safety accomplishments of the Footwear Plant during the past year.

First, the plant received the award given annually by U. S. Rubber Company for having the best 1958 safety record of any plant in the entire Rubber Company system.

Secondly, the plant received the award given annually by the National Safety Council for having the best 1958 safety record of any plant in the entire Rubber Industry.

And finally, Governor Ribicoff gave recognition to Naugatuck Footwear for recently attaining the best safety record of any industry in the State of Connecticut, a record previously held by Remington Arms, Inc., of Bridgeport.

W. E. Bittle, factory manager, in commenting on the plant's outstanding safety accomplishment, said, "We are extremely proud of our safety record for the past year, especially since it represents team effort and cooperation. We never could have made the grade if it were not for the untiring efforts and diligent promotion of safe habits by all employees, safety captains, the Union, supervisors, foremen, staff, the Medical Section, and the Safety Section."

A group of distinguished guests were present to participate in the ceremonies. They include: Governor Abra-

(Continued on page 49)

Broader Vision Increases Productivity

By DR. JOSEPH L. HERMAN

■ IS lack of productive time costing you dollars?

Is your desk piled high with memos, reports, bulletins, correspondence, and other material which you don't have time to "wade through?" Are you continuously lamenting, "I can't read all that I should. I just don't have the time?"

Over and above the effect that management's activities have on production workers, there is great opportunity for stepping up productivity in the management area. The work on productivity through improved visual performance is of widest significance.

The average American executive may make decisions that rock economic empires, but Mr. Average Executive can't plow through printed matter faster than 200 words per minute to save his next year's dividends. That's pretty mediocre, as reading goes. Yet, not less than 25 per cent of an executive's time is spent in reading in connection with his business.

It would appear then that reading is one of the most important tools which the businessman uses in his daily work. He goes to great lengths to install new machines, controls, and instruments in his establishment or plant to insure more speed, accuracy, and perfection. Does he do anything about installing an improved reading tool? He can and should.

Dollar Savings

Consider the man who reads two hours a day as some executives do. A 100 per cent improvement in reading would free one hour for other activity or wider reading. Based on an average working day the increase in productivity would be 12.5 per cent.

Industry's interest is a dollars and cents interest. Doubling the reading rate of a $20,000-a-year executive who spends two hours a day handling paper work means a $2,500 annual saving in production time for the company.

Savings in overhead costs are even more spectacular when figured at the middle or lower level of management. It is not unusual for a large manufacturer to employ 25 junior executives. They'll average more than $150 a week, but let's be conservative. That figures to $3.75 an hour.

ABOUT THE AUTHOR: Dr. Herman is president of the Hartford County Optometric Society and holds memberships in The American Optometric Association, The New England Council of Optometrists and Omega Epsilon Phi, International Optometric Fraternity. He is also a recognized specialist in speed reading and visual training, having trained a number of Hartford area executives in reading skills since 1952.

Let's be conservative again and say that these men read only two hours a day, and that a program in visual performance only improves their efficiency by one third. That figures to $2.50 a day in overhead. Multiply this by 25 of his brothers and it saves $125 a day or $31,250 a year.

More Ideas In Less Time

You'll get two big rewards out of improving your visual performance. More time for reading and more ideas. Say your reading rate is now 200 words per minute (average for executives). In two hours you'll read 24,000 words. Now, say you increase your speed to 400 words per minute (which isn't unreasonable). Result: The same amount of reading in *half* the time—or *twice* the amount in the same time. Take your choice.

Speed alone is meaningless. Reading is worth only what it means in ideas. To stay in business and prosper, you have to know what's going on, come up with new ideas, out-think your competition. Fortunately, building up your visual performance results in better *comprehension* as well as greater speed in reading. Numerous studies show that the fast readers get more meaning from the printed page than do the slow ones. Thus, the fast reader enjoys a double advantage.

What can you do to improve your visual performance?

In the larger cities it is possible to find visual performance specialists who can give the necessary training and guidance. Some of these specialists are connected with universities. Others have set up in business as consultants.

For those who can't get to well equipped training centers, the answer is company-sponsored training programs. Such programs have already been tried in a few companies. And it works too.

DR. JOSEPH L. HERMAN

Training Pays Off

Take the case of John Sloane, Jr., Personnel Assistant at the Ensign-Bickford Co. At the start of the program his effective reading rate was 126 words per minute. (Effective reading rate is the actual rate adjusted to 100 per cent comprehension). Mr. Sloane, during 12 weekly training sessions has increased his effective reading rate 146 per cent, or to 311 words per minute. One month after the completion of the program Mr. Sloane wrote, "The immediate effect at the start of the program was very evident. However, the best part is that my speed and ease of reading seems to be still increasing."

Arthur Heublein of Heublein, Inc., was able to increase his effective reading rate from 180 words per minute to 383 words per minute.

Other executives at Heublein experienced similar gains.

Gary Bernstein, Controller, went from 176 to 513 words per minute. James Hearn, Personnel Director, from 124 to 342. Robert Whalen, Production Supervisor, 146 to 310. Henry Rogers, Assistant Secretary, 107 to 342.

(Continued on page 42)

Guide To Marketing "Road Maps"

PART II

By JOHN B. FAIRBAIRN
Fairbairn & Co. Inc., West Hartford

JOHN B. FAIRBAIRN

This is the second in a series of articles designed to assist manufacturers with the "fact finding" chores required to pin-point the potential markets for their products. The author is well qualified by education and experience, as indicated by the following background:

MR. FAIRBAIRN is president of Fairbairn & Co. Inc., an advertising, public relations and marketing firm which he established in Hartford in 1934. Previously business manager of a McGraw-Hill publication, he received research training at the University of Michigan and with his employers in Detroit and New York. He pioneered copy-testing in this area and collaborated with the late Harry Hammink in industrial marketing. For 10 years he worked with Hillyer College, teaching courses in advertising and marketing. His firm holds memberships in American Marketing Association and Advertising Research Foundation.

■ THE first article of this series published in the April issue of Connecticut Industry was built around the example of a medium-sized manufacturer of an industrial machine attachment, who wished to know the number of his prospects, their names and addresses. Now let us compare that situation to similar ones faced by small industrial manufacturers on one hand, and by large ones on the other.

Finding Outside Help

The medium-sized plant would be in position to assign the day-to-day jobs of keeping market figures, sales breakdowns and prospects as extra duties to people now working with sales records, accounting and advertising. But he would need outside help to assemble the basic information and set up the new routines. Where would he turn?

The first place is his own advertising agency. That firm is already acquainted with his situation and has already been thinking about his markets. Often the advertising agency can give him all the help he needs on specific problems. But should the job require a management engineer, a marketing consultant or a research organization, then the agent is still the man to sit in and advise when selecting such outside counsel.

People familiar with the names of consultants are reluctant to recommend a particular firm. Yet lists of such firms can be secured from Advertising Research Foundation, 3 East 54 Street, New York 22, New York; American Marketing Association, 27 East Monroe Street, Chicago 3, Illinois; American Management Association, 1515 Broadwy, New York 36, New York. The names of consultants in Connecticut can be supplied by CONNECTICUT INDUSTRY.

Consultants may be called in by the medium-sized and by the large manufacturers, yet seldom by the small plants. Here is where our comparisons begin. The small manufacturer, whether he sells "in his own backyard" or world-wide, is concerned with only a small segment of the market. He may be doing a jobbing tool-room business with large shops in his neighborhood. He may be producing machine shop supplies that he sells only in his own geographical region. He may manufacture a very special device needed by only a few companies throughout the country. His basic job of market-measurement is akin to that of larger manufacturers, but since his market is small, his marketing job is simple. (Or it should be. He must find ways to get true facts at low cost, and if necessary, adjust his sales sights so he can always draw a bead on what he is shooting at.)

Growing Pain Problems

The unique marketing aspect of the small manufacturer comes with his plans for expansion. No longer can he find his potential customers in the yellow pages of the telephone directory, or turn to *Thomas' Register* to get, for example, names of the 46 electric range makers. Once he takes his product to a larger market, the job of measuring sales potentials may or may not become complicated, yet in the majority of cases the expanding small manufacturer is faced with unique problems in lining up new sales representation.

This aspect of marketing is not particularly bothersome to larger firms whose experience has taught them which products are most effectively sold by a company's own salesmen, which by manufacturers' agents, which by industrial distributors, and when to use combinations of these methods. In addition they have become acquainted with people buying and selling in different territories, so they can make careful preliminary investigations of new representatives. Yet for the small manufacturer who has been distributing locally, and selling personally, this first step in expansion can be like a leap in the dark.

Before taking this step the small manufacturer, unless he has had previous experience with a larger company, usually takes a look around. As a starter he wants to determine his method of selling. Practical information about "who logically sells what" is not hard to come by. First he can talk to his own suppliers. Sit down for a good talk with the industrial distributor, and ask him what type of goods are most frequently sold direct, and why, and by whom. Similar preliminary talks with other suppliers, and with the Manufacturers Association of Connecticut, will help bring into focus the picture of the most logical "distribution channel" for a given product. Such informal investigation serves much the same purpose as the market survey that would be conducted on wide scope by a larger manufacturer.

Then comes the problem of locating satisfactory sales representatives. Here again the Manufacturers Association can help. Additional information can be secured by writing for the names of manufacturers' agents and industrial distributors. For five dollars, the Manufacturers' Agents National Association, 626 North Garfield Avanue, Alhambra, California, will furnish a directory of their members showing lines handled and territory covered. The magazine *Industrial Distribution*, 330 West 42nd Street, New York 36 New York, furnishes without charge to advertisers a Directory of Industrial Distributors giving descriptions of each firm, also a Directory of Manufacturers' Agents Contacting Industrial Distributors.

So much for the special marketing problems of the small manufacturer. His other marketing interests would be common to all industrial manufacturers. So let us take a look at considerations applicable to large producers.

Procedure In Large Companies

Here we find companies with marketing departments. The managers and personnel of these departments are familiar with the "road maps" being listed in these articles. (For them one additional "road map" can be mentioned—the index of available new research studies supplied by subscription through Marketing Reference Bureau.) Yet they are interested in the implications of the current talk about the "marketing concept." What is happening is that men in all phases of management are learning more about other phases. Consequently, they are working together more effectively.

To cite an example, the accountants have always striven to produce the figures needed for administrative decisions. Yet being aware of the costs of producing figures, they have insisted on confining themselves to pertinent information, and set up their procedures accordingly. On the other hand the sales people occasionally ask for information the accounting system is not designed to furnish. At the same time top-management is probing more deeply into the relations of all costs to revenue potentials, in another word, markets. Here we have the stimulus for more cooperation among the management team. With a broadened approach, one giving closer scrutiny to sales potentials, a new name was needed. Management circles have considered "marketing concept" the appropriate term. Being tied to management control, its development has been along mathematical lines. In this way large company management is regaining some small company advantages. They are now a match for the small company executive who "wears several hats" and knows intuitively the interrelated effects of a program in different phases of a business.

Fact Finding—Main Job in Marketing Management

Regardless of the use made of marketing in management, and regardless of company size, the process is mainly one of fact-finding. So far we have considered situations where we can begin with facts found in reference books. We defined our groups of customers—our markets; we got general measurements of these markets from reference books; we used these measurements as guides in digging up further facts applying to a particular company. But now we should consider situations where reference book facts are scanty.

Generally speaking, more reference information is available for the metalworking industries than for the processing industries. That's because metalworking fields have similarities and comprise nearly half the industries. But in processing there is much less in common between fields like rubber, prepared foods, textiles, quarrying. Here is where our "road maps" rapidly lead us beyond the reference works to field research.

Road Map for Manufacturer of Component Parts for Textile Machinery

To get an idea of the kind of marketing "road map" employed here, let's consider the case of a medium-sized manufacturer of component parts for textile machinery. He wanted to know the average yearly replacement for these parts, classified by types according to the textile machines on which they are used.

He started the job by getting together the known facts. From his sales records he classified the types of parts by machine applications. At the same time he identified those types selling in volume. This revealed a situation where he had produced almost innumerable types, many on special order, yet with sales concentrated in but a few. There was no way of telling whether the types he sold most were those that should have been producing the volume.

He assigned to his advertising agency the job of digging out further facts. The first step was to consult an engineering school with laboratories of textile machinery. Here it was found that many types of parts were variations of the same application, the result of adaptations to machinery in different textile mills. Also, the rare applications were spotted, and a list drawn up of the major part types.

Now the reference books could be consulted. Much of the information originated from the Census of Manufacturers. This had been tabulated into charts by the publishers of business magazines, who had extended figures and brought them up to date from their own knowledge of the industry. These publishers are: America's Textile Reporter, Davison's Textile Bulletin, Textile Industries, Textile World. Their information showed types of mills, location by state, but only a small portion of the machinery was enumerated. This left the job of getting a count of the remaining textile machines.

A count of machines is useful only when it is known how long the parts wear. Then it is possible to compute an estimate of the average yearly market for replacement parts by machine application. So these two kinds of information were sought by making calls and writing letters.

The first calls were made on machinery manufacturers. Some had been doing market survey work and could furnish figures; other manufacturers couldn't even guess. Then the associations were consulted—and there were associations of textile machinery manufacturers, of cotton fabric mills, of textile finishers, and so on. Each could give a little help—if only to suggest someone else to be consulted.

Calls were made on used machinery dealers, machine salesmen, manufacturers of related products, and technical editors of textile magazines. These editors phoned mill men whose experience enabled them to estimate the life of parts on various applications. The editors also arranged introductions for interviewing mill men. Finally, the information about each application was tracked down.

The methods used in learning facts about the textile market are substantially the same as would be used in the glass market or rubber market, or canning market, or any other processing industry.

So far our consideration of marketing methods, and of reference material, has been confined to operations faced by manufacturers of industrial products. Now it is time to turn to the marketing operations found in the distribution of consumer goods. So the next article will be devoted to the measurement of consumer markets.

Reference volumes giving Industrial Marketing information: 1954 Census of Manufacturers; 1957 Standard Industrial Classification Manual; Basic Market Data—Iron Age; Metalworking Markets—Steel; McGraw-Hill Census; Machine Tool Inventory—American Machinist; Distribution of Industrial Supplies—American Supply & Machinery Manufacturers Association; County Business Patterns—U.S. Department of Labor; Industrial Marketing Analysis (with map) also Product Use and Buying Influence—Mill & Factory; Dun & Bradstreet; Thomas' Register.

Recruiting Potential Executives

Since the caliber of management has become the most important factor in the success of any company, whether it be in its ability to attract equity capital, to operate at a profit in the midst of rigorous competition or to be attractive as a profitable merger possibility, the necessity of building a high caliber management team is readily apparent. Hence the recruitment and training of potentially good management talent is a critically important activity that must be well planned and working efficiently ten or more years ahead of need. This article, originally published in the Acme Reporter, official publication of The Association of Consulting Management Engineers, Inc., sketches some excellent guide lines to follow in recruiting youth, chiefly from colleges and graduate schools.

■ BUSINESSMEN who wonder why the best college graduates are not seeking out their companies, or their industries, have nobody to blame but themselves. Once upon a time, all you had to do was to sit back and welcome the job hunters, including good potential material for executives of the future. But those days are gone forever; even in a year when the immediate demand for new men is temporarily less, the best graduates still have plenty of offers to choose from, and the next-to-best go after the companies that have already made good impressions by the way they have recruited in previous years.

If, as many managements believe, competition is going to be more rigorous in the years ahead, then the supply of future executives becomes more critical. The competitive edge will be in the caliber of a company's executives. But executives for ten years or more in the future must be recruited *today*.

Most companies recognize this need, and so we have been witnessing a massive talent hunt. Also, many companies look particularly to the college campus for the promising young people whom they can train and develop for leadership roles in their organization. There is a growing conviction that business executives need a broad intellectual foundation under the complex conditions of our modern economy and society; but, regardless of the appropriateness of college education for business, the blunt fact is that this is where the best young people go—and so you had better look for them there.

Experienced placement officers estimate that up to 10,000 firms now have active college recruitment programs. A typical college may have from 100 to 300 companies interviewing on campus in one year—about twice the figure of four years ago. Some institutions have long since reached the limits of their physical capacity and staff, and cannot handle any more company applicants.

The fact that 1957 was the first year that demand did not increase means nothing for the long pull. Executives are retiring, men are moving up, and the same number of slots have to be filled. The demand has simply been postponed; and this means that when it does pick up, it is likely to be doubled. In the meantime, any temporary slack gives the company that has not been able to attract the best graduates an unusually favorable opportunity to catch up with its rivals—an advantage which will persist, if it pitches in and makes an unusually good impression, since college placement officers have good memories.

Nevertheless, despite the obvious need for potential executive material, many businessmen would agree with a steel corporation executive who said recently, "We all may still be living a little too much in the past in our relations with college graduates." Consequently, they are paying an increasing amount of attention to the development and implementation of their recruiting programs.

This makes good sense. Selecting, soliciting, and hiring top manpower—in good times or bad—requires careful and thoughtful planning just like any other business activity, and the companies that are doing the best job will reap the richest harvests. And this is just as true for the small company as it is for the giant. Neither seems to have an inherent advantage; success depends on skillful recruiting, not on company size.

Important Steps

What are some of the important steps in such a recruiting program? Let us look briefly at a few of the essentials in the process.

Top Management Participation. Because decisions on current and future manpower needs are so interrelated with other business problems, executives from the upper echelons should be close observers—if not actual participants—in the programing of executive recruitment. Needless to say, the details ought not to concern them except for an over-all check of soundness and practicality—but any blueprint for the use and training of new men will be meaningless unless it accurately portrays the needs of the firm.

Furthermore, promises and representations made to candidates for positions with the company will boomerang if they are not kept. Obviously this will hurt future recruiting activities and the firm's reputation with college placement officers on whom they must depend.

What Are Our Needs? This is the first question that must be answered. As with any long-range plan which extends up to five years ahead, estimates cannot be foolproof, but they should nevertheless be realistic. There is no gain in hiring large numbers of young college graduates, only to let them go within a few years because there is no place for them. (By the same token, it makes little sense to cut back recruiting in response to immediate economic conditions when the long-term future is the real issue.)

Incidentally, an applicant who is looking over a firm will be very concerned about company policy on this matter. One well-known corporation has consistently taken on a host of graduates each year, given them a brief trial, and then terminated all but the best ones. The workings of this system have become common knowledge on college campuses, so the company's recruiters are now meeting with growing resistance.

More frequently, businesses employ promising-looking graduates with the general idea that they will hold onto them and use them to fill the top spots in the years to come—but they have forgotten the time in between. And so their good young executives begin to drift away in a few years as they find that the depth of personnel in middle management spots has choked off their immediate opportunities for advancement.

Many firms have found it wise to break down their manpower needs by

the amount and kind of training required. Thus they can tell that they have vacancies for X number of high school students, Y college graduates, and Z men who hold graduate degrees.

Where Should We Recruit? Having decided how many people are needed from each educational group, the wise company goes on to select the specific institutions to be approached. Veteran recruiters urge that the field be narrowed down as finely as possible; it seems wiser to pick out a few institutions and concentrate hard on them, rather than tap a large number lightly.

Such a policy seems sound in light of the advantages to be gained from a continuing relationship with a school and its placement office. Furthermore, the approach to prospective employees varies with the institution from which they come; and learning all the ins and outs of a student body and a particular college is no easy task. Recruiting is more than just a series of interviews—as we shall see—and the preparation can be better handled if the personnel department has fewer rather than more places to cover.

Setting Up Training Programs. The development of training systems for promising men is important for two reasons: (1) the company obviously needs to mesh these young people into its operation and prepare them for specific functions, and (2) a sound training program is a sign that the company is serious about wanting to develop young people into positions of responsibility.

In some cases where students have prepared themselves for specific technical jobs like engineering, they may be anxious to get on to the job. But most young people are not in this category, and may judge a company by its training program. It may be better not to have a program at all than to have one that is not carefully conceived and executed. Is it mostly "make work" and a few "canned" lectures, or is it really serious business with a concrete purpose in mind? Since the average college graduate wants and expects to be trained in his new company, he is likely to look over the prospective course pretty carefully. Coming right out of school, he is used to a program with content that is meaty and arranged in such a way as to progress toward a goal.

A great many of these young people are looking for a company-wide program that covers different departments or different kinds of work. This is particularly true of those college graduates whose background is in the liberal arts or a very elementary business course. They are by no means certain where their interests and talents lie, and are basically unacquainted with the workings of an industrial corporation. Somehow, they see themselves committed to one function—as perhaps they are—if they are forced into a detailed orientation in accounting or production or sales.

Organizing for Recruiting. An efficient recruiting organization is essential. Too many firms have jerry-built structures which depend on which executive happens to be making a trip near a particular school at a convenient time. Even otherwise sophisticated companies have been known to call placement offices and say "Our Mr. Francis is going to be in Pittsburgh day after tomorrow. Could you arrange for him to see a few of your brighter seniors?"

This approach just does not work any more. Graduate business schools, engineering schools, and some of the larger colleges sign up recruiters from nine to twelve months in advance. By August they may have to announce that "there are only a few places left at the end of our recruiting schedule, which runs from February through May." Not all institutions run this far ahead, but all of them need some advance notice if they are to be of any material service, no matter whether the schedule is crowded or not.

Choosing the Recruiter. Few topics have stirred up such wide differences of opinion and vigorous controversy as this one. Some specialists say "pick an alumnus of the school you are visiting." Others claim this makes little difference, but insist that the interviewers should be a senior-executive—preferably a vice-president. Still others dismiss this advice, claiming that the most effective man to send is the individual with whom the applicants will actually be working.

Experienced placement officers, too, are divided on this question. One college official said recently that "it doesn't seem to make much difference in the number of men who sign up to be interviewed—though I must admit a president or vice-president makes more impact on those of us in the placement office!" But they do agree that the calibre of the individual is very important. "After all," another placement director has pointed out, "to all intents and purpose he *is* the company in the eyes of the student."

Obviously, the recruiter should know the company well—especially the departments for which he is recruiting. Prospective employees are quick to spot a man who does not know his business, and they are unlikely to press the matter further. He should be able to show an interest in the applicants as people, not just as potential members of his firm. One of the most successful recruiters in the country has been very careful about this point; whenever he sees a man who is clearly not suited for his particular needs, he shifts the conversation from the opportunities in his company to a discussion of the young man and his interests and potentialities. Needless to say, this is greatly appreciated by placement officers—so much so, in fact, that they are more than likely to refer good men who come in asking "Whom should I talk to?" to this recruiter.

In short, the kind of person he is seems to be far more important than his rank in the company or his other duties. "The dominant requisite," says one placement officer, "is that he be a man who wins the respect of the students through his contacts with them."

Know the Placement Office and the Institution. Just as different schools have different characteristics, so placement offices operate according to different ground rules and have different objectives.

Some are set up primarily as employment offices referring specific men to openings for which they seem suited and seeking out qualified candidates in response to the requests of companies. Others see themselves as service agencies to both student and corporation, providing the machinery whereby they can become acquainted with one another. "My job," a leading college administrator pointed out, "is not to find the spot for each man, but rather to provide him with a wide array of career opportunities in good companies. I want to help him do a thoughtful, intelligent piece of work in deciding what he wants to do and where he wants to work. At the same time, I am here to help businessmen who want to talk to as many of our boys as they possibly can."

Successful companies have found it equally important to know and understand the institution itself, so they have clearly in mind the differences between it and other institutions, and, in the case of a university, between the kinds of training offered at the various levels, the contents of the several programs, and so on.

Prepare Good Literature. The variety in today's recruiting literature is enormous, reflecting the importance which both companies and student placement personnel assign it. Some

(Continued on page 54)

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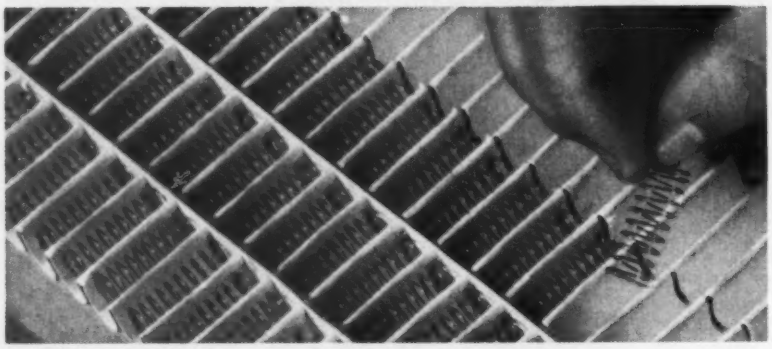

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News Forum

This department includes a digest of news and comment about Connecticut industry of interest to management and others desiring to follow industrial news and trends.

♦ PAUL K. ROGERS, JR., president of the Skinner Chuck Co., New Britain, was appointed a director of the Manufacturers Association of Connecticut at the March 18 meeting of the Board of Directors held at the Quinnipiack Club, New Haven. He will replace the late Ralph S. Howe, representing Hartford County, and will serve for the remainder of Mr. Howe's term ending December 31, 1959. Mr. Howe died in January after a short illness.

Mr. Rogers attended Kingswood School and is a graduate of Culver Military Academy and Dartmouth College. After receiving his AB Degree from Dartmouth in 1935, he was employed by the Jones and Lamson Machine Company, Springfield, Vermont. Later, in 1936, he accepted a position with the South Bend Lathe Works, South Bend, Indiana, where he remained until 1937 when he became associated with the Skinner Chuck Co., New Britain.

In 1938 he was elected treasurer and director of the company, and in 1943, vice president. He was elected to his present post as president in 1954.

Mr. Rogers is a director of the Burritt Mutual Savings Bank, New Britain Trust Co., Shuttle Meadow Country Club, and the New Britain General Hospital, all of New Britain; Rowland Products, Inc., Kensington and Allen-Rogers Corp., Laconia, New Hampshire.

PAUL K. ROGERS

He is also treasurer and director of Family Service Association, New Britain, and is a member of Off Soundings Club, Essex Yacht Club, Cruising Club of America and New Britain Club.

♦ A VERSATILE photocopying machine, manufactured in Connecticut, will form part of the American National Exhibition in Moscow this summer. F. G. Ludwig, Inc., Old Saybrook, maker of the Contoura-Portable photocopier, reported that it has been chosen as one of 31 companies in the United States to contribute displays and equipment portraying America's progress in business, industry and the arts.

The exhibit of photocopying equipment will be placed in the 200-foot gold-anodized aluminum "Geodesic Dome" which has been designated the *American Idea* building. It will contain exhibits on science and research, education, labor, productivity, health and social services, agriculture and other subjects.

♦ UP-TO-DATE technical data is now available on The Whiton Machine Company's type BK-1 and BK-2 horizontal steam turbines. The turbines are said to be particularly suitable for driving boiler feed pumps, stokers, forced and induced draft fans, condenser pumps, generators and similar units that require continuity of service.

The BK series features a solid steel rotor with semicircular buckets milled into the rim. The buckets are designed to eliminate end thrust from the steam action and to exclude the effect of blade wear from the operational efficiency of the turbine.

♦ THE A. H. NILSON MACHINE COMPANY of Shelton has announced a stronger, more compact No. S-1-F combination press and 4-slide forming machine. The new unit is now mounted on a welded steel pedestal base for maximum strength and rigidity.

To achieve minimum floor space, the variable speed motor drive is positioned directly in back of the machine, instead of on the end. Other new features include double gibs, a twin disc clutch and redesigned gear guards.

The S-1-F machine, designed primarily to stamp and form ribbon metal in one operation, will also form wire with a maximum feed length of 8".

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The new HSS-2 helicopter, built for the U. S. Navy by Sikorsky Aircraft at Stratford, taxis in the water to demonstrate its universal landing capability. It has a flying boat hull and retractable landing wheels, and can operate from land, water, ice, snow,mud or tundra. It is the Navy's first all-weather helicopter and its latest anti-submarine weapons system.

♦ THE FIRST FLIGHT of the world's largest amphibious helicopter, a new turbine-powered aircraft developed for the U. S. Navy by Sikorsky Aircraft Division of United Aircraft Corporation, was conducted recently at Statford for representatives of the U. S. Navy, other military observers and aviation editors.

Designated HSS-2, the Navy's first all-weather helicopter features a boat hull and twin engines. It will be the latest anti-submarine weapons system, giving the Navy its first helicopter that can both search out and destroy enemy submarines. Present fleet helicopters can perform only one of these functions during a single mission and still achieve maximum designed range.

Because anti-submarine missions require long periods of overwater flight, the HSS-2 has been designed to alight on and take off from water in an emergency.

The Navy has awarded $32 million in contracts to Sikorsky for development and manufacture of the HSS-2, and initial production is under way.

♦ THE APPOINTMENT of four new officers of the United Illuminating Company, New Haven and Bridgeport, has been announced by William J. Cooper, UI president.

Laurence A. Dunn of Fairfield, assistant vice president, was named vice president in charge of Bridgeport operations of the company. Eugene J. Rosazza, assistant treasurer, was reappointed assistant treasurer and made comptroller in charge of customer accounting, plant accounting, methods and auditing.

Two department heads, Marshall F. Beebe and Edward H. Walton were reappointed general superintendent and engineering and construction manager respectively, and made officers of the company.

♦ AUSTIN KUHNS, senior vice president of Farrel-Birmingham Company, Inc., Ansonia, retired on April first after thirty-six years with the company.

A registered professional engineer in Connecticut and New York, Mr. Kuhns joined the then Farrel Foundry and Machine Company at its Buffalo, New York, division on November 1, 1922, as a sales engineer. In 1934 he was made executive engineer in charge of marine engineering and sales. In 1943 he was elected a director of the company and became vice president in charge of development and research, with headquarters in the company's New York office. In May 1951 he became vice president and consulting engineer and transferred from New York to the executive offices in Ansonia. He was elected senior vice president in 1956.

♦ ALL OPERATIONS of the Potter & Johnston Company, subsidiary of Pratt & Whitney Company, Inc., West Hartford, will be moved from Pawtucket, Rhode Island, to the plant of the parent company. Consolidating the engineering and manufacturing of both machine tool companies will give added facilities and more efficient manufacturing techniques to the Potter & Johnston line.

♦ EXCLUSIVE sales rights to the "Thermoweld" process for welding copper electrical connections without external power or heat have been acquired by Burndy Corporation, Norwalk, who will distribute the product nationally, it has been announced by James J. Hennessy, sales manager of the company's Utility-Industrial division.

As with all Burndy products, sales will be handled through local sales offices and Burndy representatives. Selected Burndy distributors will be appointed as stocking distributors for

Thermoweld to broaden sales coverage in accordance with the nationwide market for the product.

The Thermoweld method uses inexpensive equipment and materials designed to enable even an inexperienced operator to weld a perfect connection every time. Connections can be made of copper to copper and copper to steel structures, and once welded they will not corrode or loosen under any conditions.

♦ THE FIRST type certificate for an aircraft engine to be issued by the new Federal Aviation Agency was awarded recently to Lycoming Division, Avco Manufacturing Corporation, for a four cylinder helicopter power plant.

The engine, designated VO-360-A1A, received type certificate number 1-E1 issued by FAA Regional Headquarters in New York. The horizontal model, 0-360-CaB, was also certified for commercial helicopter use at the same time and under the same number.

♦ FAMILY COOKIES that come in a bag have been put on the market by Pepperidge Farm. According to Margaret Rudkin, president of the company, early American recipes are the source of inspiration for this brand new line of quality cookies which supplement Pepperidge Farm's recently-introduced Belgian-recipe cookies.

Made of high-quality ingredients such as unbleached white flour, butter, pure chocolate, pure vanilla, fresh eggs, the new cookies have a homemade flavor. There are four varieties: Cinnamon-Sugar, Oatmeal, Chocolate and Chocolate Chip.

♦ ROBERT E. COOPER, JR., president of the 128-year-old Ingraham Company of Bristol, has announced the acquisition of the Aristocrat Clock Company of New York, which will be known as the Aristocrat Clock Company, Division of the Ingraham Company.

Founded by Elias Ingraham in 1831, the Ingraham Company is one of America's oldest manufacturers of clocks and watches as well as one of the largest producers of timepieces and timing devices.

The Aristocrat Clock Company, founded by Max Raff in 1925, has been the largest national distributor of Ingraham products. Recently it has developed into national prominence its own line of imported Artco clocks and watches.

♦ ROYAL McBEE CORPORATION, Port Chester, New York, has issued a 10-page brochure (S-500) on their new automatic keysort system. The newly-announced data processing

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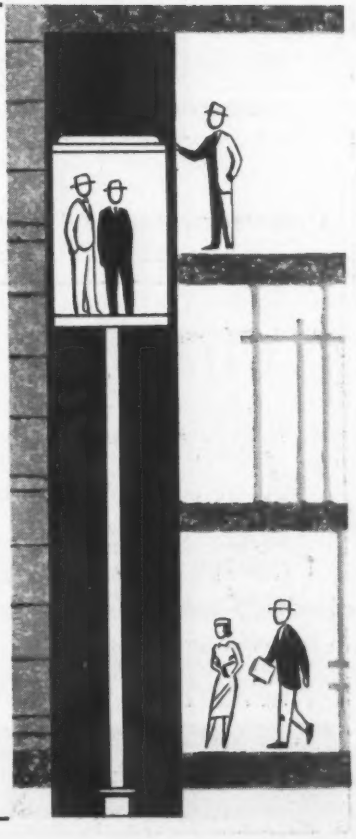

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system, described as a new concept in practical office automation, is explained in non-technical terms.

The brochure illustrates how an original unit record can be coded for automatic processing with flexible low-cost machines. The system is adaptable to centralized or decentralized procedures in companies of all sizes.

♦ REED RESEARCH CORPORATION, Shelton, has announced the appointment of John G. Scattergood as sales manager of the company's marketing division. Mr. Scattergood has been affiliated with Powr-Pak, Inc., Bridgeport, in contract filling sales, and prior to that was assistant manager in aerosol sales with A. Schraders Son Division, Brooklyn.

The company has recently added personnel and facilities in an expansion program to cover contract filling of small and test market runs. This is in addition to their aersol consultant services and the manufacture and sale of aersol laboratory and production equipment.

♦ A MAJOR EXPANSION of plant facilities has been completed by the Anderson Oil & Chemical Company of Portland. The new addition will increase the floor space available for the production of the Anderson line of metalworking solutions, industrial germicides, rust preventives and synthetic lubricants.

Discussing the expansion, Thomas Theurkauf, Anderson vice president, said, "The emphasis on higher production speeds means a steady increase in the use of our water based coolants and other products. We have for some time needed the extra space and are glad to indicate our faith in the general business picture and in Connecticut by going ahead now and in this location."

♦ A NEW concealed door closer for interior doors has been introduced by P. & F. Corbin, New Britain. Known as the "Hid-n-Rail" it is mortised in one location regardless of the degree of door opening. The new closer offers economies in installation as well as rugged construction.

The Hid-n-Rail is also available for surface mounting complete with an attractive wrought cover in a range of finishes.

Outstanding features are said to be the closer's standardized mortise always in the same location, two lengths of arms providing openings up to 180°, large expansion chamber, unit oil seal, ample power and control, including fully controllable back-check.

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tions Kahn and Company, Hartford, has developed and put on the market their Transi-Tach Transistorized Tachometer.

The Transi-Tach indicates the speed of rotating shafts through the use of a magnetic or other speed pickup. RPM is read directly on a large meter scale which can be calibrated in any speed range desired with as many as 120 linear scale divisions. Speeds up to 60,000 rpm can be accurately measured. Zero suppression can be built into the scale to enable scale expansion within a desired speed range.

♦ THE NAVY Bureau of Aeronautics and Kaman Aircraft Corporation, Bloomfield, have announced that they have completed negotiations for a follow-on order of HU2K-1 helicopters. The program will amount to approximately $14 million. The HU2K-1 is a high-speed, all-weather utility helicopter powered by a General Electric T-58 gas turbine engine and equipped with automatic stabilization equipment, the latest in electronic flight and navigation aids. The new Navy helicopter has retractable landing gear, a four-bladed main rotor and Kaman's proven servo-flap control system.

The basic helicopter is designed so that it is able to accomplish a wide variety of missions such as rescue, carrier plane guard, litter evacuation, transport of externally slung cargo, personnel transport and observation-reconnaissance missions.

♦ THE ACQUISITION of the Iseli Screw Machine Company of Terryville by Veeder-Root Incorporated, Hartford, has been announced by Ernest Iseli, president of the Terryville firm, and Wilbur C. Stauble, Veeder-Root president.

Iseli Screw Machine Company will become a wholly-owned subsidiary of Veeder-Root. There will be no change in management and the company will continue to be directed by Mr. Iseli, as president of the corporation. The company is a Swiss automatic screw machine operation which employs approximately 200 persons. It produces miniature precision parts in large quantities to exacting specifications, serving a wide range of industries.

♦ "DIAMOND H" series R/S miniature, hermetically sealed aircraft type relays are now available with AN type connector mounting arrangements, according to an announcement by The Hart Manufacturing Company, Hartford.

The new mounting arrangement is said to make wiring assembly installation and field service extremely simple,

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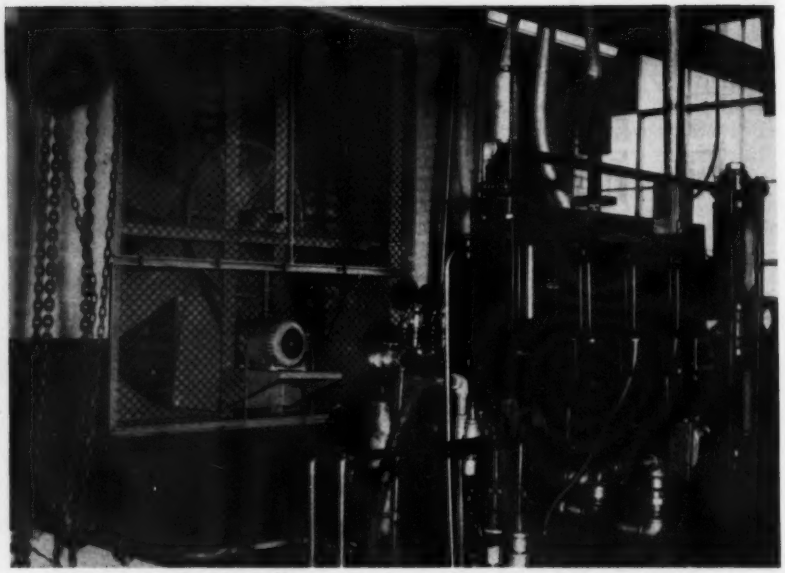

Large department at the Fafnir Bearing Plant is cooled and ventilated with the use of one 8-foot "Breezemaker" industrial fan. The fan is equipped with a 10 HP motor. The blade is driven at 260 RPM and delivers 125,000 CFM per minute.

while the connector provides a seal against moisture and assures positive connection.

Series R/S relays are used in missiles, ground and airborne computers, jet engine controls, automation control systems, and similar applications requiring utmost reliability.

♦ THE GRIMES ENGINEERING CORP., Cheshire, designers of production tools and accessories, have announced a new line of low cost, precision ground angles, bases and columns for use in the construction of jigs, fixtures and special purpose machines.

Called simply Mounts, the units are actually modular elements that can be used to construct an almost limitless variety of devices, from simple drill jigs to complex weldments and special machinery.

Grimes Mounts are made of steel (instead of castings) to make possible their use for weldments, and are completely stress relieved to insure dimensional stability. They are "Mattison" ground to a maximum tolerance on parallel surfaces of .001", and to a total angular deviation of not more than one minute on adjacent surfaces. Mounts ground to closer tolerances can be furnished on special order.

♦ THE FIRST American machine tools to incorporate calibrations in the new standardized International Inch, which officially becomes effective July 1 throughout all English-speaking countries, are the new models of jig grinders, jig borers, and universal measuring machines now being manufactured by the Moore Special Tool Company, Inc., Bridgeport.

Official announcement of the adoption of the International Inch was made on January 1 by the National Bureau of Standards, giving a six-month grace period for industry to make the necessary adjustments in their measuring systems. After July 1, the Bureau of Standards announced it will calibrate all length measures and gage blocks in terms of the new figure, which is 2 millionth less than the present U. S. inch, and 1.7 millionths greater than the British Imperial inch. The new standard inch coincides precisely with the Canadian inch, which is equivalent to 25.4 millimeters.

The real impact of the new system will be felt most significantly by the manufacturers of gage blocks, precision components and all types of machines depending upon precise measurement, according to Frederick C. Victory, chief engineer for Moore Special Tool Company.

♦ A NEW Electronic Automatic Spacer for guillotine trimmers has been developed by The Smith & Winchester Mfg. Co., South Windham. The unit can be installed on any trimmer that has a screw operated back gauge.

The unit will provide up to twenty different settings, in increments of 1/64ths from 2" to 100" or more. Any setting can be changed in approximately one minute. There are no cables, tabs or moving parts. Settings in sequence can range alternately either up or down.

All trimming can be done by turning lifts 90° each time. This unit is equipped with foot controlled switch

to move back gauge backwards at any time, thus providing room for turning large lifts or moving it forward to push lift towards the operator.

When foot is removed from the switch, the back gauge automatically moves to the next setting.

♦ SAFETY INDUSTRIES, INC. has announced the sale of its Electrical Division located in Hamden to a new corporation, Safety Electrical Equipment Corp., which is headed by Cincinnati interests.

Safety Electrical Equipment Corp. will continue to manufacture electrical and air conditioning equipment for railway passenger cars, as well as rotating electrical equipment and controls for specialized commercial, industrial and marine applications.

Robert B. Dodds, formerly vice president and general manager of the Electrical Division, is the executive vice president and general manager of Safety Electrical Equipment Corp. J. J. Kennedy, formerly vice president in charge of sales for the Electrical Division of Safety Industries, will continue in the same capacity with the new company.

♦ A NEW MACHINE, engineered by the Noble & Westbrook Manufacturing Company, East Hartford, leading producers of metal marking equipment, makes embossed identification tags from brass wire stock automatically in any predetermined quantities at production speeds up to 3,000 per hour.

Built around a standard 10-ton back geared press with roll feed, the Noblewest Model 507 has special tooling consisting of a multi-station die set including male and female embossing head which stamps a raised or formed impression in the tag. An automatic embossing head advances consecutively with each stroke of the press.

The die set also includes a hole punch and parting dies which produce a complete tag with oval ends. Tags go directly into a pneumatic stacking chute making it possible to remove tags in consecutive order.

The press is furnished complete with motor drive, starter and solenoid operating valve for pneumatic stacker; combination air control consisting of filter, regulator, lubricator, a predetermining counter and special electro-pneumatic control circuit, making it possible to set the machine to run off a given quantity of tags automatically.

♦ JARVIS CORPORATION, Middletown, has announced the opening of a new subsidiary in Burlington, Massachusetts, to handle the design, manufacture and distribution of spe-

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The Torrington Manufacturing Company of Torrington, Connecticut produces fine products in four major areas: air impellers, blower units, wire and strip forming machinery, and mill machinery.

cial solid carbide end mills, drills, reamers, boring tools and rotary files.

Jarvis has long been active in the manufacture of solid carbide tools, and this move has been made to keep pace with the rapid growth of the carbide tool industry. The new operation is under the direction of Paul Hanscome, general manager, assisted by Frederick Wold.

♦ JAPANESE BUSINESSMEN will get a good look at how we mass produce blister and other types of visual packaging at the U. S. Exhibit at the Third Tokyo International Trade Fair this month.

They will see two of the latest types of plastics forming machines on loan from the manufacturer, Emhart Manufacturing Company, Portland Division. Each unit will demonstrate one of two basic methods of shaping thin gauge plastic sheet into three-dimensional contours. One machine, using air under pressure to shape the plastic, will produce a package consisting of a formed cup and liquid-tight, snap-on lid that will be given away to visitors.

The other machine, which employs a vacuum to form the plastic, will skin pack Japanese items using polyethylene film and cardboard.

♦ AN ENTIRELY new line of Tap Extensions (or Tap Holders), designed specifically for machine tapping operations, is described in a catalog sheet #9500 issued recently by The Walton Company, Hartford.

The new tap extensions, known as "Walton" Tap Extensions, Style B, save the additional cost of extra-length taps. Made to close tolerances and carefully heat treated, these 8-inch extensions make possible either machine or hand tapping of those otherwise inaccessible holes, according to the company.

The squared shank of the tap fits into a corresponding square in the socket of the extension. The tap, supported by the close-fitting long socket of the extension, is held firmly in position by two socket set screws which bear on the square of the tap. The internal square in the extension transmits the necessary driving torque to the tap.

♦ DR. RALPH F. LUMB of Quantum, Incorporated, Wallingford, has recently been elected to the National chairmanship of the Institute of Nuclear Materials Management.

The Institute, which was organized in August, 1958, promotes proper management practices, educational standards, and safeguards in the use of nuclear materials such as uranium, plutonium and thorium.

♦ MARSHALL RAWLE, chairman of the board at Hartford Steel Ball Company, Inc., has announced the election of Emmett N. Shutts as president.

Mr. Shutts joined Hartford Steel Ball in 1950 as New England sales representative, a position he held until 1956 when he was appointed assistant general sales manager. Last year he was elected a vice president in charge of Hartford's nationwide field sales organization. In August of 1958 Mr. Shutts was elected executive vice president. In that capacity he became the operating head of the company following the death of President Stephen V. Zavoico.

The company, which operates plants in West Hartford, produces precision balls and custom bearings.

♦ BURNDY CORPORATION, Norwalk, has contracted to acquire H. H. Buggie, Inc., of Toledo, Ohio. Burndy, leading manufacturer of electrical connectors, thus broadens an already substantial line of connectors for the electronics market, currently manufactured and sold by its Omaton division.

H. H. Buggie, Inc., an established company with about 250 employees, manufactures a high quality line of miniature disconnects, printed circuit

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connectors, rack and panel connectors, co-axial and tri-axial connectors and radar pulse cable assemblies.

♦ THE U. S. ARMY'S JUNO Space Rocket was given its final azimuth aim by a precision theodolite developed and built by Perkin-Elmer Corporation, Norwalk.

The Perkin-Elmer theodolite, so sensitive that it can detect deviations within the angle subtended by a dime a mile away, is an electronic-optical system which peers at a mirror mounted high in a missile on the one hand and at a known reference mark on the other. It continuously monitors the azimuth heading—the angle formed by the mirror in the missile head, the theodolite and the reference mark up to the moment of launch. When any deviations in this angle occur, the theodolite automatically sends electronic correction signals to the drive elements of the gyro platform which stabilizes the inertial guidance package.

♦ A NEW GROUP of compounds for producing chromate conversion coatings on zinc and cadmium plate, zinc base diecastings and aluminum is fully described in Technical Data Sheet No. 76, a five-page usage and instruction sheet prepared by MacDermid Incorporated, Waterbury, manufacturer of metal cleaning, plating and finishing chemicals.

Called Macromates, these new products are available in colors from clear to olive drab. They are said to reduce brightner cost, add corrosion resistance, improve product appearance and provide a good base for paint or organic coatings.

♦ LECOUNT TOOL WORKS, INC., West Hartford, manufacturers of precision expanding mandrels, has announced the appointment of The Grimes Engineering Corporation of Cheshire as sales representative for the state of Connecticut.

David W. Grimes, head of the company, is a graduate engineer of Purdue University, and a member of various tool engineering societies, including the ASTE.

♦ A NEW TYPE of electronic-optical instrument, developed by Mark N Laboratory, Bethel, measures thickness of sheet, foil or webbing of any width and material using a principle similar to the sighting of distant landmarks on the cross-hairs of surveying telescopes. The new gage is said to do this automatically, requiring no visual observation. Its optics are self contained in a rugged housing from which electronic connections are brought out.

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new gage is not a comparator and requires no standards of calibration. It has a motor-driven adjustment with a 5-digit dial on which appears the nominal thickness to which the instrument is set for a particular run, and which the material is supposed to approximate.

The Mark N thickness gage is said to be virtually maintenance free and unaffected by speed of flow of the material. The instrument may be equipped with warning lights or audible signalling devices to indicate when tolerances are exceeded. The gage is sold by Projecto-Graph Instrument Co. of Clinton under exclusive arrangement with the manufacturer.

Alfred C. Fuller, founder and chairman of the board of the Fuller Brush Company (right), receives the third annual Distinguished Citizens Award of the Association of Newspaper Classified Ad Managers from Eldred R. Garter, president of the association.

◆ ALFRED C. FULLER, chairman of the board, the Fuller Brush Company, has been presented with the annual Distinguished Citizens Award of the Association of Newspaper Classified Advertising Managers, "in recognition of his successful career as founder and head of the Fuller Brush Company and his consistent use of newspaper want ads in the development of his business."

The award was made in connection with National Want Ad Week which was observed during March. This year marks the 50th anniversary of the first want ad placed by the company. It was a help wanted ad, for Fuller Brush dealers, and run in the Syracuse (N.Y.) Post-Standard on December 14, 1909. The first ad consisted of four lines and the response to it "was the turning point of our business," Mr. Fuller said. "Newspaper publishers may not realize how tremendously important classified ads are to the reading public. They enable companies to reach the public in the quickest possible way and they provide readers with news of vital importance to their everyday lives."

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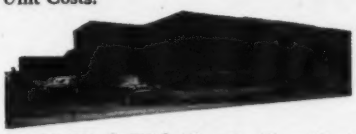

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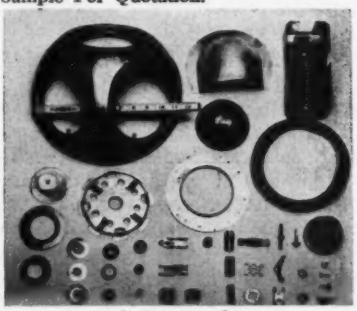

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♦ ONE FIRST AWARD and two merit awards were received by The Warner Brothers Company, Box Division, Bridgeport, at the 13th annual folding carton competition held recently in Chicago by the Folding Paper Box Association of America. Only 89 cartons out of a total of 1214 entries won awards in this nationwide contest. Winners are being exhibited in conjunction with a series of "modern packaging" days under the sponsorship of advertising and sales executives clubs in 20 major cities.

Warner's received a first award for a Prince Matchabelli, Inc., carton which was given for technical superiority of four-color process printing on letterpress. The box, designed for "Golden Autumn" cologne is dominated by a colorful spray of fall leaves in red, yellow, black and gold and the judges called the quality of the plates, paper, cleanliness and fine register of the printing outstanding.

Another Matchabelli carton received a merit award in the category of general merchandising superiority, and a display box created for the Seamless Rubber Company's Rexall line of bathing caps gained an award for superiority of construction.

Warner's awards were accepted by Cameron Clark, Jr., assistant general manager of the Box Division. Mr. Clark was also elected a territorial director of the association.

♦ FOR THE NEWLY AMBULATORY patient, Polecats, Inc., Old Saybrook, now offers the Pick-Me-Up Bar. Closely allied with other hospital equipment made by the company, the new item attached to its vertical Polecat support aids patients in getting up from bed or from a chair. It also provides limb support and aids patients re-learning the use of their hands.

Lightweight telescoping columns plus accessories provide a versatile line of help for patient and nurse alike. Cubicle screens, I.V. stands are among other products offered by Polecat, Inc.

♦ AFTER MORE THAN A YEAR of testing in the field, Veeder-Root, Inc., of Hartford, manufacturers of gasoline pump computers, has perfected a new "push-button" preset device which enables the service station attendant to deliver any amount of gasoline ordered by the customer while he is providing maximum service.

The new device has been in actual operation at a major oil company station in Hartford where it has been under careful scrutiny by the oil company's representatives and Veeder-Root research engineers. Plans call for the production of over one hundred of them for trial all over the United States.

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♦ ROCKBESTOS PRODUCTS CORPORATION, New Haven, manufacturers of electrical wires and cables, recently became a subsidiary of Cerro de Pasco Corporation, it has been announced by Albert S. Redway, Rockbestos president. Rockbestos was previously a subsidiary of Consolidated Coppermines Corporation.

There will be no change in the management or personnel of Rockbestos, and it will continue to operate its manufacturing plant in New Haven, according to Mr. Redway.

Cerro de Pasco, a New York corporation, through its wholly-owned subsidiaries in Peru and the United States, is a major producer of refined copper, lead, zinc, gold, silver, bismuth alloys, copper wire and cable, aluminum sheet and circles, and copper and brass tube and pipe.

Rockbestos has enjoyed an outstanding reputation in the wire and cable industry for the development of special products particularly in the application of heat and flameproof insulations, aircraft wires, mining machine cables, control cables, switchboard wires, and cables for the steel industry.

♦ A NEW BILLET HEATER, which features continuous, automatic operation, has been installed at a cost of $275,000 to feed the largest of the extrusion presses at the Metal Works of Chase Brass & Copper Co. in Waterbury.

With an overall length of more than 84 feet, the gas-fired furnace, designed to Chase specifications, has the capacity for heating a total of 16 tons of billets an hour. It will produce scale-free billets of copper, brass and other copper alloys for extrusions at temperatures up to 2100°F.

♦ ANNOUNCEMENT of the retirement of Robert L. Page as treasurer of Robertson Paper Box Company, Inc., Montville, has been made by Ralph A. Powers, president. Mr. Page will continue as secretary of the company and a member of the Board of Directors.

Mr. Page joined Robertson in May 1925 as a cost accountant. He was appointed secretary and elected a member of the board the same year. In 1930 he was elected treasurer.

Charles M. LaCour was named treasurer to replace Mr. Page. Mr. LaCour joined Robertson in 1949. He was made assistant treasurer in 1952 and elected a director in 1955.

♦ BUSINESS GROWTH has resulted in the election of additional company officers by the directors of Kaman Aircraft Corporation, Bloomfield.

William R. Murray was named vice president, chief of test and development and James W. Marshall, vice president, military contracts. Both were formerly assistant vice presidents. C. Lester Morris, service manager, was elected assistant vice president.

♦ A NEW SERIES of electrical Programmers has been announced by the A. W. Haydon Company, Waterbury.

Among the industrial and commercial applications for these Programmers are vending machines, appliances, automation controls, industrial programming, advertising displays and numerous others where pre-determined electrical switching must be accomplished reliably, repeatedly and economically.

♦ THE ATRAX COMPANY, Newington, has just published its largest factual catalog, price list and collection of engineering data on 1230 standard-stock, solid carbide tools and burs.

148 colorful pages cover the most complete line of precision ground solid carbide tools and burs available, new solid carbide "standards," new speed and feed charts, machining recommendations for all tools and thousands of metalworking production hints. Copies are available from the company.

♦ DAVID AYR, retired president of the former Hendey Machine Company, Torrington, and a past director of MAC, died recently at his home. He was born in Kilmarnack, Scotland, and had been a resident of West Hartford for many years.

He was named president of Hendey in 1932 and retired in 1953 after 21 years as president and general manager. He also served on the board of directors of the Torrington National Bank and Trust Co., Waterbury-Farrel Foundry and Machine Co. and Liberty Mutual Insurance Co. of Boston.

♦ ROBERT E. COOPER, JR., president of The Ingraham Company, Bristol, has announced the appointment of Joseph T. Ingraham as his administrative assistant.

A native of Bristol, and son of Dudley S. Ingraham, Mr. Ingraham was graduated from Yale University in 1944. During World War II he served in the United States Naval Reserve.

He joined The Ingraham Company in 1948. Since 1954 he has been vice president, general manager of the company's subsidiary plant in Elizabethtown, Kentucky. In his new position, Mr. Ingraham will be responsible for the coordination of activities of all divisions of subsidiary companies.

♦ ROBERT S. ROSEMAN has been appointed manager of the Stonington plant of the Plax Corporation, accord-

A new package, presently being used for Chase Brass & Copper Co. 16 oz. roll copper, now offers additional advantages in handling, opening, removing, storing and inventorying. The new carton opens quickly by slitting the label and removing the top of the carton. The roll copper which extends above the interior sleeve allows for removal by hand.

ing to an announcement by R. S. Light, vice president, manufacturing.

Mr. Roseman replaces Clarence W. Coe, who died recently. He is a native of Pawcatuck and was manufacturing superintendent of the company's Deep River plant prior to this new assignment. He has also served as general service manager for the plastics firm and as production manager for the Stonington plant.

♦ ANDREW J. REBMANN was elected treasurer and Robert L. Tetro secretary and assistant treasurer by the board of directors of Veeder-Root, Inc., Hartford. At the same time, Gustave L. Manke, was named assistant secretary.

Mr. Rebmann, who is a vice president and a director, succeeds Charles F. Pendlebury, who has retired after more than thirty-five years with Veeder-Root. Mr. Rebmann will continue his duties as vice president. Mr. Tetro, manager of finance, succeeds Mr. Rebmann as secretary of the corporation.

Mr. Tetro joined Veeder-Root in 1957 after twenty-two years with The Ingraham Co., Bristol, where he had been vice president.

Mr. Manke is chief engineer for Veeder-Root, a position he has held since 1948. He has been with the company for thirty-three years.

♦ THE MONARCH ELECTRIC COMPANY of New Britain has developed a cooling system for plants which is said to create effective air conditioning at a minimum cost, because it requires little or no costly service or maintenance. Built around its large, heavy duty "Breezemaker" fan equipment, the system pulls in the cool 70 degree night air to produce a comfortable working atmosphere during the early hours of the morning. As the inside air is warmed, the accumulated warmer air is ejected and fresh outside air drawn in and circulated.

According to a company official, one or two large 8 foot fan installations are said to be adequate to cool a sizeable department more efficiently and at lower cost than numerous smaller fans that have far less air circulation capacity and require more servicing. The illustration on page 22 shows a "Breezemaker" industrial fan installation at Fafnir Bearing Company, New Britain.

A Laboratory Dream

(*Continued from page 7*)

ing Laboratory of Bridgeport, an independent testing laboratory, designed to serve industry with its many testing and technical problems. Shortly after the partnership was formed the laboratory was moved from its basement location to 840 Main Street. After receiving certificates of approval from various government departments to cover all facilities, and one year's diligent promotional effort by Edward Pickman, a trained public relations and sales representative, and the skilled operation of the laboratory by Milton Gellis, the partners found it necessary to move from their first location on Main Street to larger quarters at 319 East Main Street. By the Spring of 1955 business had expanded sufficiently to warrant the construction of a plant which was completed at 226 Knowlton Street, Bridgeport, and occupied in the Fall of 1955.

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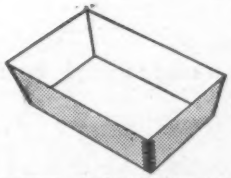

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ton Gellis ran tests to determine the mildew resistance of webbing used by the Army and Navy Air Corps, as well as making analyses of plating mixtures for local plating shops. Following the launching of the partnership with Edward Pickman and receipt of approval to perform a variety of chemical and physical analyses by various government agencies, State Testing Laboratories began a rapid expansion of its services. It is now qualified to certify for all services under existing federal and private industry specifications. Among the services offered are chemical and physical analyses of all ferrous and non-ferrous alloys for compliance with all government and industry specifications. Metallagraphic examinations are conducted to reveal the internal structure of metals.

Dye penetrant inspection is useful for the detection of surface cracks on non-ferrous and non-magnetizable material and magnetic particle inspection is used for ferrous alloys which can be magnetized.

For the plating industry, the laboratory is equipped to perform control tests on: thickness of plate for compliance with specifications; all plating solutions; and salt spray testing for the corrosion resistance of plated material. Chemical solutions are also manufactured for the plater who desires to do his own testing.

Production qualification tests are performed on customer products to ascertain their conformity to labels and existing laws, to note improvements and to make recommendations.

Automation Spawns Environmental Testing

In this era of automation, the need for accurate environmental testing has been answered by State Testing Laboratory in the form of environmental testing facilities geared to industry's requirements. Environmental testing is a recent innovation with its initial large-scale application being made by the armed forces during World War II. Since then, growth-conscious manufacturers, beset by the problems of product and package performance under favorable and adverse environment conditions, have turned to the laboratory for certified evaluations. The environmental test program provides simulated control conditions to exactly parallel those which actually confront a product or package in a given environment. Test elements are subjected to degrees of cold, heat, dryness, relative humidity, fungus conditions, salt spray effect, pressure variances and vibration factors. Manufacturers of precision and non-precision tools, motors, wire products and general equipment, as well as packaging

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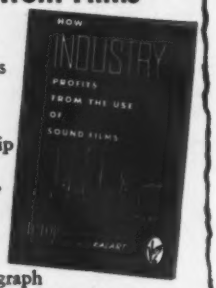

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organizations, find these tests extremely valuable in bringing about cost and labor savings in addition to establishing product durability.

Atomic and Nuclear Testing

Keeping in step with industrial advances in applications of atomic and nuclear energy, State Testing Laboratory has received the Atomic Energy Commission's approval to use Gamma-Ray Emitters for industrial radiography. Gamma radiography is the production of radiographs by energy emanating from radioactive isotopes.

Being completely portable, the radioactive isotope is readily available for use not only in the laboratory, but in customers' yards, plants and similar locations. The possibility of exposure to dangerous radiation is minimized to a negligible degree by having the area where the isotope is being used roped off with proper radiation signs posted and an alert technician keeping out all unauthorized personnel. The danger area is also frequently checked by a survey meter which picks up and registers the amount of radiation present.

One of the many great advantages of gamma radiography is the "all around" 360° radiation pattern emitted from a radioactive source. This pattern has been utilized advantageously in time saving radiography of weldments on pipes, tanks, and other relatively inaccessible items where the usual X-ray machine is completely unadaptable.

Radiographic inspection finds a wide application for the non-destructive examination of castings, forgings and weldments. Porosity, slag inclusions, pipes and other defects are some of the internal flaws commonly detected by radiography.

Customer and Employee Relationship

Realizing that one of the most important aspects of any testing laboratory is the relationship between its staff and the client's staff, State Testing Laboratory emphasizes this phase of its business by working in close conjunction with the client, his engineers, chemists, designers and technicians. It invites complete inspection of its facilities and operations at all times by both clients and prospective customers.

Ever mindful of the importance of having a good relationship with employees as well as with clients, State Testing Laboratory gives paid holidays and vacations, a weekly sickness and accident indemnity plan and group life insurance coverage to its employees.

Miscellany

When time permits, both the youthful partners (Mr. Gellis and Mr. Pickman are only 32 years old) travel throughout the state visiting industrial plants to explain their laboratory facilities. Besides teaching an evening course in electroplating at the University of Bridgeport, Mr. Gellis finds the time to participate in activities of a number of organizations in which he holds membership as follows: American Chemical Society, The American Electroplaters Society, The American Society for Testing Materials, The American Foundrymen's Society and the Bridgeport Junior Chamber of Commerce. His company also holds membership in the Manufacturers Association of Connecticut.

In addition to personal selling under Mr. Pickman's direction, the company does a substantial amount of sales promotion through space advertising in trade journals and in *Connecticut Industry*, listing in Thomas' Register of American Manufacturers and through direct mailing of sales promotion litterature to acquaint new companies with its laboratory facilities.

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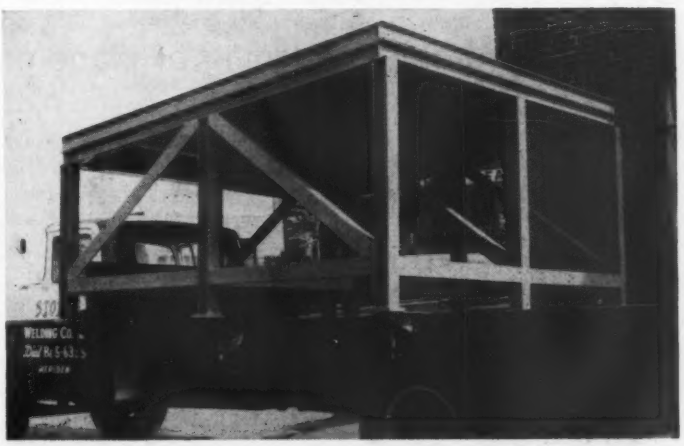

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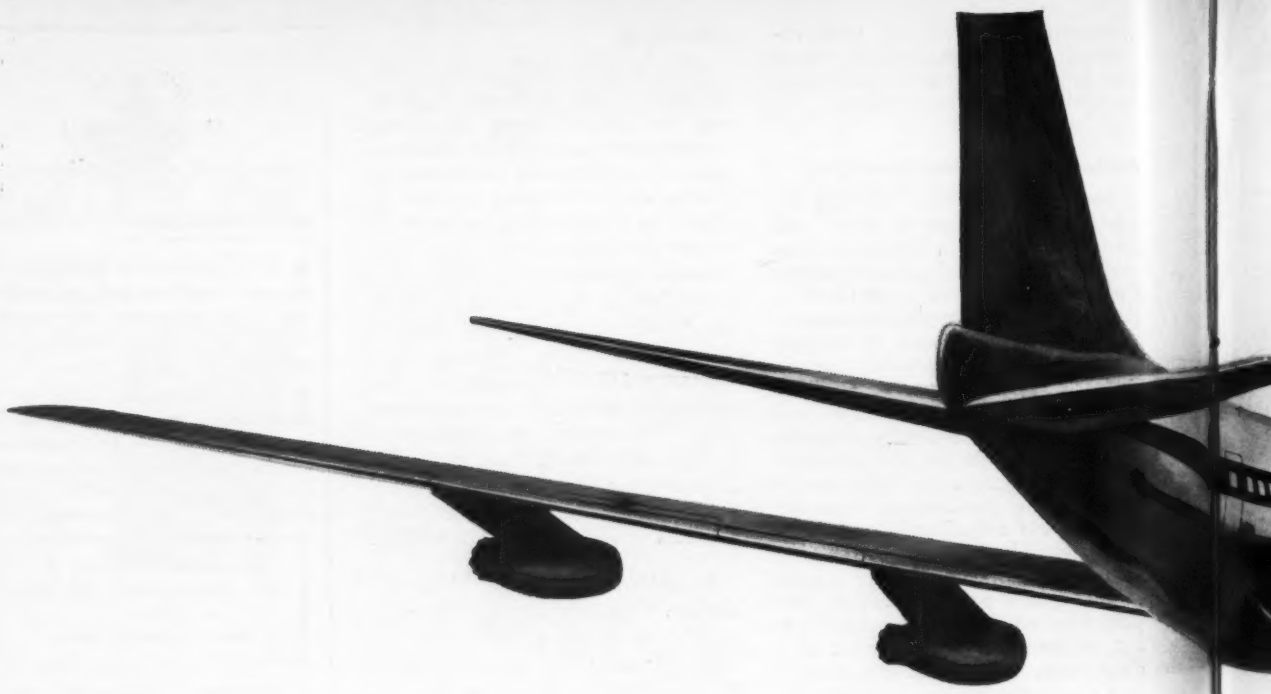

NEW HORIZONS IN SOUND RECORDING

Time-identified recording of plane-ground radio communications

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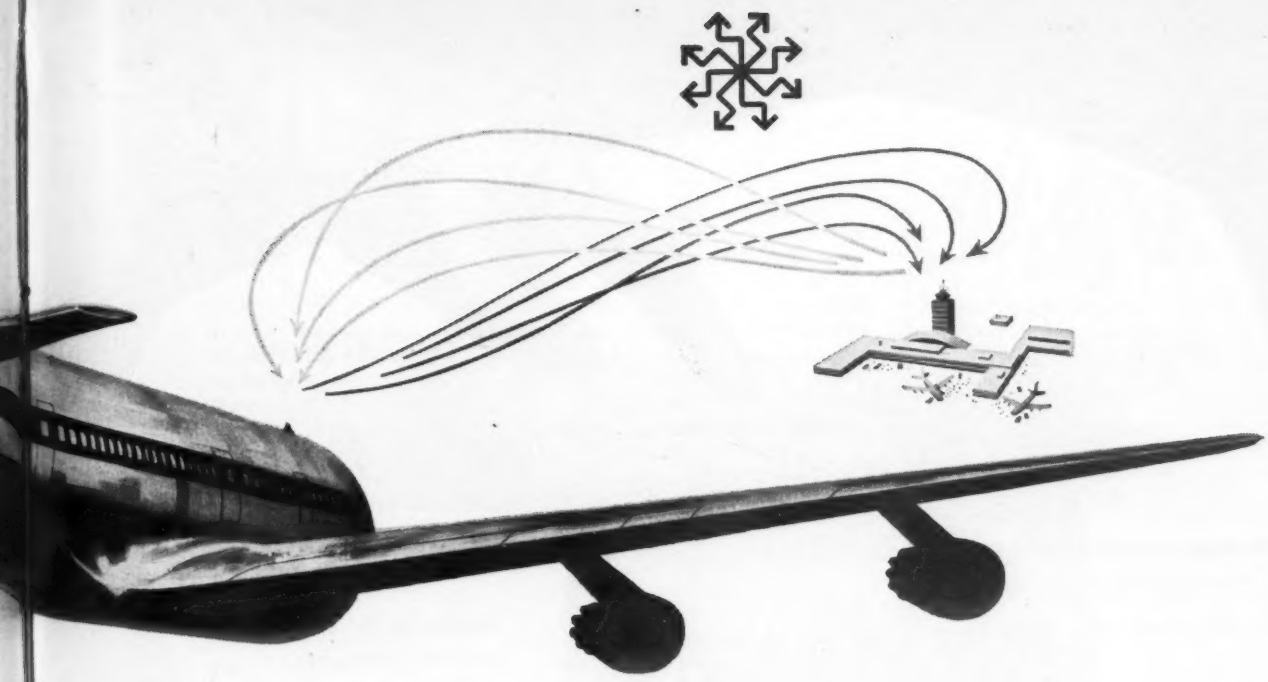


THIS AIR TRAFFIC control problem was another challenge in sound recording and reproducing that Dictaphone Corporation successfully met.

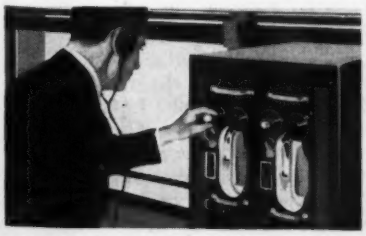
The "when" of a plane-airport communication can be as vital as the "what." To solve it, Dictaphone developed a special model Dictatape machine to record a time channel simultaneously with monitoring channels on *one* tape.

As these channels record aircraft and tower reports, the time channel records audible time signals. To feed these time signals automatically, Dictaphone developed a "talking clock," the Dictachron. Hundreds of these machines are at work 24 hours a day in airports across the country.

This may surprise many who think of Dictaphone only as the greatest name in office dictation. It is just one example of how Dictaphone Corporation has broadened its base . . . applying advanced research to the growing needs of business, industry and government for recording machines.

Other examples are shown below. Not illustrated are the DICTACORD recorder (using the Dictabelt record) . . . the battery-powered portable DICTET. . . Dictaphone "teaching machines"— a far-reaching development in education.

Whenever sound recording instruments are indicated, make Dictaphone Corporation your *headquarters for help.* Recording Machine Division, Bridgeport, Connecticut.



Dictalog—Provides four hours of recording on letter-size magnetic belts without reloading. Dictalogs have been adapted to monitor foreign broadcasts.

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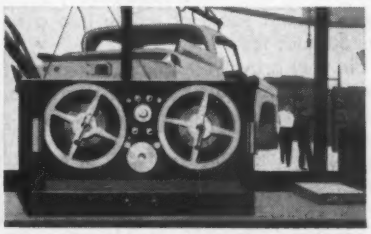

Dictachron—Announces exact time automatically! Each minute of a 24-hour day is pre-recorded on tape. Money-saver for industrial timekeeping data.

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How Would You Decide?

By Fredrick H. Waterhouse
Counsel

IS seniority to be determined by the job title of the employee or by the work he actually does?..

Here's what happened!

The employee in question was laid off for lack of work. He claimed that two other employees with less seniority were retained and, therefore, he should be reinstated with back pay. The company claimed that there was no work in his particular classification and that the two employees retained were in a higher classification. To this the union replied it believed the grievant was in fact doing the work of the higher classification and the mere fact that he was classified by another job title was immaterial. It was the union's contention that regardless of the title given the employee it is the job he actually performs and not the title given him by the company that controls. The company still insisted that the work the employee was actually doing was properly classified and that he was not doing the more skilled work of the two junior employees who were retained.

Is it the work performed or the job title which controls seniority?

The arbitrator commented that it is well settled in labor relations that regardless of title, it is the work that a man does that is determinative. "By the work one knows the workman." Seniority, he says, is too valuable a right to have it lightly disregarded by cloaking the job with a protective mantle of mere words. However, the evidence was conclusive that there was a substantial difference both in the nature of the work involved and the financial rewards offered in the two jobs. The grievant was not performing the more exacting work of the junior employees and, therefore, could have no seniority in that classification and was properly laid off.

Is the employer obligated to grant length-of-service increases to employees hired above the minimum hiring rate?

Here's what happened!

The contract set out minimum wage rates for each job classification and included a schedule of minimum rates to be paid new employees after six months, twelve months and eighteen months. With regard to the rates set out in the length-of-service increase schedule the contract said "The wage schedule shall be not less than the following." Several persons who had worked for this company previously were rehired as new employees but because of their experience were paid more than the minimum rate for new employees. Another person was hired for the first time at a rate higher than the starting rate in his classification, while another employee was transferred from foreman to a production job at a rate higher than the minimum. Although these employees were given raises at the end of six months, they were not given increases at the end of twelve months. The union claimed that regardless of the rate at which employees were hired and even though it was above the minimum called for in the contract they were still entitled to automatic length-of-service increases until they reached the maximum called for in the agreement. The company claimed that employees in definite classifications must be paid set minimum rates according to their length of service and if they were being paid such minimum rates for the length of time they were employed, the contract was being satisfied. The company pointed out that these employees with twelve months of service were getting at least the rate called for by the contract for employees with twelve months service. So long as they were getting more than the minimum rates for the length of service as set out in the contract the company claimed it was immaterial that they had reached those rates before the service required had been reached and no further increases were necessary when they actually completed their twelve months service.

Are further increases required if the employees are already at the minimum rates set for certain periods of service?

The arbitration board pointed out that this agreement only provides that the employee must be paid "not less than" a specified rate after a specified period of service. It is not the same as some provisions which call for a cents-per-hour increase after specified periods of service regardless of what the employe's current rate might be. Consequently, the company is obliged to grant length-of-service increases only

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as an employee's rate falls below the minimum set for the different periods of service.

Is a disciplinary suspension arbitrable?

Here's what happened!

An employee was laid off for three days as a disciplinary measure. The union claimed the company did not have just cause for the suspension. The company claimed the contract made no provision for arbitration of suspensions and that only discharges were contestable on the ground there was no just cause. The contract provided that a grievance must be "with respect to the meaning or violation of any part of" the contract to be arbitrable. Among other things the management clause included a phrase that the company could "suspend or discharge for proper cause." The technical and actual differences between "layoff" and "suspension" were pointed out by the company and while "layoff" or "discharge" were arbitrable, nowhere did the contract provide for arbitration of a "suspension." The union claimed that such a disciplinary suspension was subject to arbitration as it involved a claimed violation of the contract.

Does this contract permit arbitration of a disciplinary suspension?

After quoting at some length from statements of other arbitrators about the philosophy of arbitration and the rights and duties of arbitrators, the arbitrator decided the company's position was inconsistent. He ruled that since the company's right to "suspend or discharge for proper cause" was a part of the contract the union's grievance constituted a claim that there had been a "violation" of the contract, and so was arbitrable.

Persuasion

(Continued from page 10)

has matured under the principle of free expression. In recent years, however, the notion has grown that conflict in itself is immoral or degrading. We tend to frown, for example, on conflict between management and unions at the bargaining table—forgetting temporarily that in this area the worst thing that could happen to the general public would be for honest conflict to cease to exist.

Conflict of Ideas Not All Bad

It has also become fairly fashionable to regard harmony as an end in itself, more important than any laws or any principles. Such views have spawned, in our generation, the policy of appeasement, the cult of conformity, and the insidious notion that the group is more creative, collectively, than the sum of its individual members. Thank heaven, there are individualists still around, including the one who recently defined a camel as "a horse, designed by a committee."

We all have an obligation to avoid needless physical conflict, but *in a free society the conflict of ideas is the axis of our intellectual world.* When all conflict ends, when we all conform to one single set of values and ideas, when pure harmony is nowhere disturbed by the voice of a maverick—that era will be the age of faceless humans, the time when freedom will wither and die, the period of decay and of destruction.

These philosophical considerations are important to our work, because unsound notions about the ethics of persuasion are primarily responsible for the cowardice and communication ineptness which we in management so often display. Confusion about the ethics of persuasion has a great deal to do with our tendency to get hoof-in-mouth disease and keep silent on so many issues of top importance to em-

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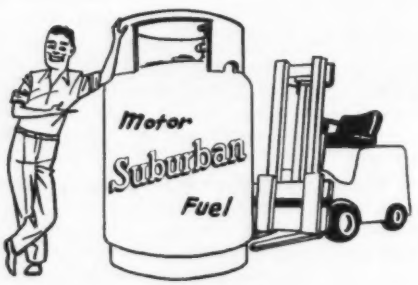

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ployees. If ever there was an example of "Alice-in-Wonderland" thinking by management, it is the incredibly ridiculous practice in some companies of forbidding any mention of the layoffs which are actually occurring. Those managers who fear and avoid any attempt to report and to interpret the *bad news,* are closing their shortsighted eyes to the fact that silence is sometimes the most persuasive communication of all.

Another compelling reason why we must learn to be more persuasive is that management is under constant attack from extremely vocal critics. Clever and often vicious communication continuously attempts to persuade all concerned that businessmen are greedy and antisocial. The calculating, thieving, unsympathetic boss has long been a favorite theme for radio, television and novel writers. And a steady barrage of this kind of nonsense comes from unions and left-wing literature.

The object of these attacks is to undermine confidence in management's intentions in general, and to distort the total record of management's deeds. It is essential that every person involved in employee communication should familiarize himself with these attacks by regularly reading union publications and left-wing journals.

Consider the consequences if such attacks on management's intentions and deeds go entirely unopposed by counter-persuasion! We've had ample warning by the social scientists of the dangers of a communication monopoly. At a major university, an exhaustive study was made of factors which influence human attitudes. The conclusion of this research can be stated this way:

> *If a big untruth is aggressively aimed at an institution, it must be attacked vigorously and revealed as an untruth, for if it goes unchallenged, in a short time, it is likely to be accepted as the truth.*

Battle Moves to Legislative Halls

A clear and present danger exists. These attacks on the integrity and the intentions of management are not coming from politically impotent sources. George Meany, president of the AFL-CIO recently said: "The scene of battle is no longer the company plant and the picket line. It has moved into the legislative halls of Congress and the State legislatures."

Total union income—exclusive of welfare and pension funds—runs into hundreds of millions. There are supposed to be half a million union officials, and politics seem now to be one of their major interests. It is a sobering thought to consider that it has been

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years since Congress passed any major legislation contrary to the recommendations of AFL-CIO.

A measure of the political power of top union officials can be seen on Capitol Hill today. Millions of words of testimony have been heard by the McClellan Committee. Most businessmen would agree that these hearings have demonstrated again that the real threat to the welfare of employees and the general public is *not* merely the actions of a few crooks and racketeers, but the existence of too much naked monopoly power in the hands of top union officials. But it is most doubtful that the legislation debated in Washington will produce any significant curbs on that power. Nothing more startling than a slap on the union wrist is likely to occur, and most of the debate seems merely to be a question of which wrist.

Five Key Elements in Persuading

For those who are already engaged in persuasive communication, and for those contemplating it, it is worthwhile to review briefly five elements which experience suggests are key elements in persuasive communication.

1. First, there is the absolute requirement of *credibility*, and this can be based only on employee belief that their employer has been treating them fairly. No company can hope to be effective in persuasion unless it *deserves* to have influence.

2. The second element in effective persuasion is that there must be a *well-defined end product*. This means that you and your management must know exactly what action you want employees to take in their own best interests.

3. Third, there must be *honest interpretation of the facts*, and skillful development of emotional as well as rational appeals. Honest interpretation and skillful copy with a "what's-in-it-for-me" angle are essential, and notions to the contrary belong to the "Little Bo Peep" school of communication sophistication.

4. Fourth, you, must *know your audience* and your media. It's a mere accident of circumstance if communication is effective without adequate audience analysis. Are you talking to the brass, or to the man in the shop? What's the percentage of females, and of long-service people? What's the average educational level? What *predispositions* does your audience have toward the course of action you are advocating?

5. Fifth and last, you must *believe strongly in your cause*. Too many of us seem to equate cynicism with sophistication. I suggest, however, that a kind of crusading zeal, based on an enthusiastic and sound belief that what we're doing is right, is a prerequisite for effective persuasion.

The common denominator of almost every successful persuader in history has been enthusiasm. Roger Williams, pleading his cause at Salem; Samuel Adams, rallying New England to resist the British crown; Patrick Henry, demanding liberty; Thomas Paine, inciting rebellion—all spoke and wrote with apparent conviction and enthusiasm.

If these five requirements are met, there is absolutely no reason why persuasive communication by management should not be both acceptable and effective—no reason why we should not go forward, sustained by the realization that the progress we make today is more than yesterday, and less than tomorrow.

Transportation

By John B. Hedges
Traffic and Export Manager

One Big Railroad For New England

PART II of a three part story of developments pointing toward a merger of railroads in New England into one system

♦ THE pronouncement by the I.C.C. that there was little cause for alarm about the fiscal affairs of the New Haven did not succeed in allaying the suspicious fears of stockholders whose dividends had suffered in recent years. That feeling, plus a general public outcry occasioned by a series of wrecks on the road, compelled attention in Washington. In early 1914 the Senate passed a resolution specifically directing the Interstate Commerce Commission to re-open its New England Investigation for the express purpose of looking more closely into the financial transactions of the New York, New Haven and Hartford Railroad Company.

In its investigation, embracing 60 days of hearings, the I.C.C. encountered obstacles familiar to investigators today: lost records, files unaccountably destroyed by fire, witnesses with poor memories and others who would not co-operate. The hundred page story of riotously wasteful management can still be read in the Commission's report to the Senate on July 11, 1914 (31 ICC 32).

New management corrected many of the practices uncovered and made the objects of criticism and complaint. World War I, with its Federal ownership of railroads intervened. The Transportation Act of 1920, restoring the railroads to their private ownership status, did many other things too. Among other provisions, the Act made sure that no railroad in New England or elsewhere in the United States could ever again squander its stockholders' money with such wanton heedlessness. The I.C.C. was given broad regulatory powers over railroad fiscal matters. There is little doubt that the plundering of New Haven stockholders did much to bring that about.

For many years there had been considerable sentiment in the Congress for a strengthening of the national transportation system by controlled railroad consolidations. So, into the Transportation Act of 1920 went this proviso "The Commission shall as soon as practicable prepare and adopt a plan for the consolidation of the railway properties of the continental United States into a limited number of systems . . . competition shall be preserved as fully as possible and wherever practicable the existing routes and channels of trade and commerce shall be maintained . . . the several systems shall be so arranged that the cost of transportation as between competitive systems and so related to the values of the properties through which the service is rendered shall be the same, so far as practicable, so that these systems can employ uniform rates in the movement of competitive traffic and under efficient management earn substantially the same rate of return upon the value of the respective railway properties."

The I.C.C. engaged Professor William Z. Ripley of Harvard University to prepare a report upon which it might base a tentative plan. That plan (very tentative) was unveiled in the Commission's report of August 3, 1921 (63 ICC 455).

Like many organizations who employ experts, the I.C.C. felt free to depart from Professor Ripley's recommendations in many instances, one of them being the handling of the New England railroads.

The Commission made several suggestions as to how the New England roads could be fitted into consolidation schemes. The first was that the Boston and Maine, The Main Central, Bangor and Aroostock and The Rutland be thrown into what they designated as "System No. 1—New York Central," which would also include that road with its leased properties such as the Boston and Albany plus some miscellaneous connecting short lines. The New Haven was to be put into "System No. 3—Baltimore and Ohio," together with that road and its affiliates, The Reading and Central New Jersey, as well as the Lehigh and New England, The Lehigh and Hudson River and in Central Territory, The Monon.

Another alternative proposed was labeled "System No. 7—New England." That was to take in the New Haven, the New York Ontario & Western, Boston & Maine, Maine Central, Bangor and Aroostock, Lehigh & New England, and Lehigh and Hudson River. Still a third idea contemplated a "System 7-A—New England—Great Lakes," which took in System 7 plus the Delaware and Hudson, Delaware Lackawanna and Western, Buffalo, Rochester & Pittsburgh, Pittsburgh and Shawmut, and Pittsburgh, Shawmut and Northern. The I.C.C. report notes that Professor Ripley rejected the trunk line treatment of the New England roads. His own report, in the appendix to the Commission's, tells us why.

Professor Ripley's statement of New England's transportation situation and needs is still so timely even after 38 years that it deserves quotation:

"It is an economic unit on the outskirts of the central commercial territory of the United States. Although

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intensively developed industrially and densely populated all along the seaboard, its principal asset is its ample supply of high-grade labor. Its transportation problem, broadly viewed, is to foster its manufactures in three ways: first, by provision for the cheapest possible inbound carriage of raw materials, coal, cotton, iron and steel; secondly, by insuring cheap transportation for foodstuffs and other necessities of common life from the remote centers of their production; and, thirdy, to make certain that the freight rates on its finished products, outbound shall keep them in the various markets throughout the heart of the United States, in the face of constantly rising local competition thereabouts. Its density of traffic, particularly in passenger service, is noteworthy. The intricate and retail character of much of its trade and its highly specialized manufacturers demand a convenient and efficient articulation of its railway net at numerous junction points."

Professor Ripley then examines the geography of the region, the traffic flow through the various gateways and goes on to consider possible alliances of the New England roads, together and separately, with the various trunk lines. He dismisses all of these schemes, some on the ground that traffic would be so handled as to be detrimental to New England's interests, others because the proposed consolidation would lack the financial strength to rehabilitate the New England properties. He then says "The alternative consolidation plan for New England proposes to create a single, comprehensive system out of its existing carriers, preserving only such domestic competition among them as shall satisfy the demands of the statute. This plan proceeds upon the theory that the New England roads as distinct from those in trunk line territory, possess a distinct individuality, are confronted with problems native to the district, and that in this regard they have an entire mutuality of interest. The underlying theory is that the New England carriers are closely interlocked with one another by historical, financial and commercial considerations, based upon geography; and that their joint rehabilitation may be brought about by concerted action, not only as respects relations with trunk line or foreign railroad connections, but also with regard to their relationship with the New England public."

During the 1920's the I.C.C. held further hearings on the consolidation problem and also proceeded with one of the corollary tasks, that of valuation, also imposed by the Transportation Act of 1920. Finally, in late 1929, the I.C.C. came out with its final plan.

As regards New England, the Commissioners had hit a sort of compromise between their original ideas and those of Professor Ripley. They agreed that the Boston and Albany should stay with the New York Central, which was also to have a portion of the Rutland. Into "System No. 1—Boston and Maine"—they put that road, the Delaware & Hudson, Bangor and Aroostock, Maine Central and the Rutland from Rouses Point to Ogdensburg, plus many small connecting lines in northern New England. "System No. 2—New Haven" was comprised of that line, the New York, Ontario and Western, the Lehigh & New England, the Lehigh and Hudson River, a one-half interest in the Hell Gate Bridge Route (New York Connecting Railroad) and the small tributary lines in southern New England.

The Commission was not, however, empowered to compel consolidations. The big trunk lines were willing to go along with the plan for their area and some Western roads took steps to merge their subsidiaries. No progress was made in New England. In 1933 the Emergency Transportation Act repealed that section of the Transportation Act of 1920 dealing with consolidations. The Commission was given power to authorize mergers and consolidations with the requirement that they should fit into the Consolidation Plan. Subsequent revisions of the I.C. Act deleted reference to the Plan.

Broader Vision

(Continued from page 12)

Mr. John Martin, President of Heublein, Inc., said, "We are quite pleased with the results of our visual performance program. As business pressure on operating executives grows, their efficiency must grow, and good reading is most important to such efficiency."

The purpose of the visual performance program is not to do away with or change the cautious reading habits which businessmen have always used to gain a thorough mastery of difficult subject matter, but to give the executives a reading flexibility by adding a new synthesizing technique. This could be used when he found it necessary to read through a large volume of material which, while offering no great intellectual problem, nevertheless could draw heavily upon his time if reading was accomplished by the old analytical method. One executive complained that his slow-but-sure reading habit was so thoroughly established that he often caught himself studying the funny papers.

Shifting Reading Gears

The new technique enables the executive to shift gears, so to speak, when he goes from one type of material to another. Many executives become so habituated to low gear problem-solving types of reading that they lose sight of the fact that one should and could read different types of material at different speeds. Once the power-habit is established, he feels that any speeding up of his reading will cause a loss in comprehension. This gives him a feeling of uneasiness. Hence, he is forced to slow down to the time-honored methods in order to maintain his peace of mind. But this peace of mind is immediately disrupted because, as an executive, he finds that there are not enough hours in the day to apply his slow-but-sure methods and still cover the material he is obliged to read.

Like a military campaign, an effective visual performance program is to a large extent a matter of tactics. Given the same men and material, one general might gain a given objective with minimum losses where another general would fail. The wide range of capacities, abilities, needs, and interests in any business necessitates a different approach at all levels. Each visual performance program must be tailor-made to fit the specific needs of the group.

Training Applications

There are many applications of visual performance programs in business and industry. This includes reading development training for executives, supervisors, and other personnel who must do a great deal of reading. Training in rapid and accurate seeing for inspectors and production workers, specific training for typists, and training for accountants, bookkeepers and others who must handle volumes of figures accurately and rapidly.

Training groups should be small, and to be effective the training should be individual, highly personal and active rather than passive.

Good eyesight is the primary prerequisite to a successful visual performance program and therefore the visual skills of each participant is determined. One of the objectives of the program is to develop proper seeing habits.

Just as it is possible to acquire poor habits in golf or tennis, so is it possible to acquire faulty eye movements. Reading is more than a motor skill but poor eye movements are certainly a sign of a poor reader. Eye movements are photographed and an analysis is made of the individual's reading characteristics.

(*Continued on page 48*)

Public Relations

By Charles E. Reiche
Public Relations Director

Don't Shoot The Editor; He's Doing The Best He Can

♦ PUBLIC RELATIONS, like charity, should begin at home. Most of us try pretty hard not to take our wives and children for granted. We try to be as engaging and courteous with them as we are with people outside our homes.

Thus it comes as something of a shock to hear a newspaper editor in Connecticut voice the complaint that "there seems to be a trend for public relations and other management people to take us newspaper people for granted."

A bit of questioning revealed that what this man had in mind was this: rarely, if ever, does he or his paper get a "nicely done" comment anymore from management and/or PR operatives when his paper has done a good job on a story.

"We work closely with PR people from industry and other business all through our area," he said, "and in handling their releases almost invariably rewrite them, more often than not to the advantage of the release itself, to say nothing of the subject company. Until fairly recently it was quite a general rule that we got a note of appreciation for a job well done when such a note was merited. We also, of course, got a rap on the editorial knuckles if we goofed . . . to all of which I say 'amen.' Now we don't care about getting bread-and-butter letters just for the sake of getting them. We have, however, always considered them as helpful morale boosters for our staff."

We all know that publicists for years have made goo-goo eyes at media people. That's part of the game and both sides expect it. It seems to be only common sense, let alone good manners, that when we woo editors and they produce for us, some sort of gracious acknowledgement is in order.

Of course, where a firm has a large and active publicity arm of its PR Department, we can't be writing rich, beautiful prose in the form of "thank-you's" every other day. There are other ways of doing it; possibly occasional lunches for one or two staffers of the paper, or one big annual party for the whole staff.

But the point of this all is that if our bad manners are showing we should tighten up our shoulder straps. Among the very best and most understanding friends PR people have are those in the media. It isn't sound to take them for granted.

Who Was That Client I Saw You With Last Night?

One of the favorite pastimes among PR people is the business of defining public relations and spelling out the difference between it and publicity. This soul-searching, no doubt, will go on so long as there is need for PR.

The freshest explanation of the difference between publicity and PR goes like this:

If you happen to have a glamorous, nubile young woman client whom you must take out on the town to be seen, photographed and introduced to the newspaper crowd, that's publicity.

Then when you get home, if you can convince your wife that the sole reason you took this gal client out was just for publicity, that's public relations.

A chap named Joe Ledlie in the Indianapolis office of Bozell & Jacobs is alleged to have cooked up that double-barreled definition. It's as good as any.

Talking to Yourself?

At a recent gathering of Connecticut industrial PR men all hands agreed rather vehemently that too many of us spend too much time telling each other how important PR is and that too much of our effort is spent convincing people of the values of PR; people, that is, who already believe in it and practice it.

This may well be true. If so, perhaps all of us should reassess our efforts and try to determine whether or not we are spending too much time making low bows to each other and patting each other on the back. There is enough to be done in the fertile fields which have been staked out as the PR reserve so that none of us should have to take a lot of time talking to each other about the value of what we are doing.

More to the point, we should run periodic reviews of our own PR program and tick off the items that need more work. Then do it.

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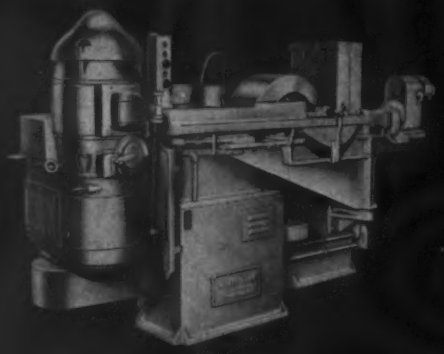

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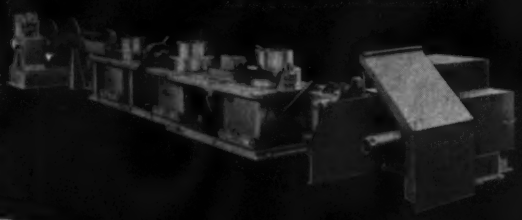

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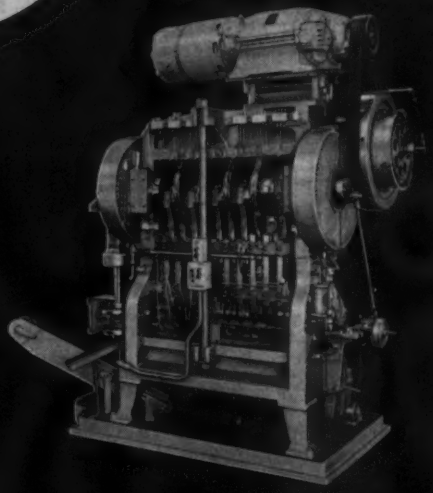

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Business Pattern

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

Business Recovery Resumes

♦ IN FEBRUARY, Connecticut business gave indications of breaking out of its recent hesitancy. The Index of Industrial Activity climbed nearly 1½ percentage points to 4% below trend —the highest level of activity since December 1957.

All the components except construction employment showed improvement in February. Increased electric power sales provided the biggest boost.

The National Index of Industrial Activity recorded a gain of 2½ percentage points to rise to +1%. The index thus moved above its long-term growth trend for the first time since October 1957.

Most of the gain was the result of higher ingot steel output. Increasing use plus inventory build up, as a hedge against a possible mid-summer strike, account for the rise. High output will most likely continue until mid-year.

Wages and Prices

In February 1959, the price index was 8% higher than in January 1956, the base month. The rise in prices was fairly steady until mid-1958 when a prolonged level period began. It is interesting to note that the index rose during the most severe period of the recession and has changed only slightly since the recovery began.

Total wages reflect the opposite picture. As might be expected, there was a decline in total pay as the length of the average workweek fell off. Since June 1958, with hours of work on the rise, this figure has risen rapidly and just recently moved above the price line. Weekly wages in February, at $90.58, were 10% above the base month.

Basic weekly wages, which are computed on a steady 40 hour week, point up the ever increasing cost of labor. In February, basic wages reached $85.88 or 16% above the January 1956 base.

Connecticut Sales Tax

For the first time we are presenting the State's sales tax revenue figures adjusted for seasonal fluctuations in order to give a clearer picture of consumer and industrial buying.

Receipts showed gains nearly every quarter until mid-1957. At this point, indications of buyers' hesitancy began to appear. Reflecting the general slackening of business, sales tax revenues took a plunge and erased the gains since 1955.

Business recovery, as 1958 moved along, is reflected in higher tax receipts. While there was still some reluctance to spend at year end, current indications are that the hesitancy is behind us.

Recovery

In our discussion of the recession in the November issue, we pointed out the strong recovery then underway.

We also suggested that the leveling which had occurred in October was only a temporary pause in the recovery process. This pause, however, extended for four months. During this time three of the components of the index changed only slightly from the October level. The fourth component, construction employment, declined much more than seasonally expected.

February's clear rise in activity seemed to signal the end of this period of business uncertainty. The upswing appeared to be quite broad in scope, encompassing nearly all the industrial groups in the State.

At present, the outlook for the remainder of 1959 calls for continued but moderate improvement in the State's business activity with the index reaching trend about mid-year. A somewhat stronger economic climate is expected to prevail in 1960, boosting the index closer to the pre-recession level.

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Steel Production

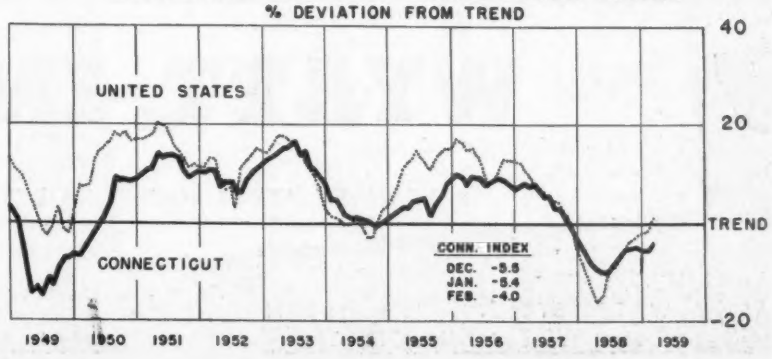
During most of last year, the Nation's steel mills cut back production sharply due to consumer apathy for new durable goods.

After operating for nearly 9 months of 1958 at less than 60% of capacity, demand increased strongly. In the last quarter, production averaged almost 75% of capacity. While the 1st quarter of 1959 is partially estimated, operations in this period have been at near record levels with mills at 85% of capacity. Two reasons for this are improved new car sales and inventory buildup in case of a strike.

Spending

New installment credit in December and January reached record highs with most of the rise occurring in consumer durables, particularly autos. This area was the weak spot in retail trade through most of 1958. Credit extended exceeded repayments by the largest amount since late 1956.

INDUSTRIAL ACTIVITY— CONN. vs. UNITED STATES
% DEVIATION FROM TREND



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Accounting Hints

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The Hartford Chapter National Association of Accountants

Accounting in the New Business Enterprise

♦ WHY do people go into business? Is it personal enrichment, prestige, or is it madness?

The principal of getting the best way of life sometimes governs our actions, the desire to be king of all we survey makes us inwardly important and the frustration of being controlled by others makes us all want to get out from under and find a "better way of making a living."

We can be the excellent salesman, the engineer, and the producer. We can be those who come up with the desire to break off with the old company and start up on our own. This is the seed that starts the wheel moving—it is an ability achieved by experience which tells us that we can do something better than anyone else.

Planning Capital Requirements

Armed with this ability, we swagger forth with the necessary financial backers to reap the reward of being owners of a small, prosperous and growing business.

From the very beginning, caution is unknown for no estimate is made of the costs to be incurred, no one knows how much capital is required or available for promotion and whether success or disaster will be the result of their efforts.

After operating out of a check book for a number of months, an accountant is called in to give his opinion of what has transpired. His report, consisting of a balance sheet, profit and loss statement and any other statements that are desired by management, should be studied and restudied until all the facts are understood by the management group. Generally, this is not done, since those who have the skills of sales, engineering and production do not give a hoopla about an accountant's statement—in fact, many think accounting is unnecessary.

Capital Requirements Increase With Increased Volume

In due course, orders come in and the company chugs along selling, designing, and producing its bread and butter—the product. This perhaps goes on for a couple of years and the accountant's report shows that the company is operating at a small profit, receivables have been collectible, inventories have increased, fixed assets have grown slightly and now a new item called "notes payable-creditors" has appeared on the balance sheet. The company continues to plug along and as time progresses, the correspondence becomes a series of letters stating that "your account exceeds our terms, please forward us a check in order to bring your account up to date." The company's management shrugs its shoulders, rolls up its sleeves still further and dives into the next sales, designing and production problem. The staff responsible for the record keeping probably find that they are becoming snowed under with the mounting paper work involved with the increased sales and the letters addresed to the attention of the accounts payable supervisor.

Basic Need for Financial Data

All this time, management has ignored the basic reasons for having financial statements and forecasts prepared. Among other things these statements accomplish the following:

1. The accumulation of the financial transactions in summary form.
2. The presentation of this financial data which shows what has happened and what probably will happen based upon past experience.
3. The financial basis from which decisions as to future operations are made.

Probably management was guilty of another fault which is the failure to take the necessary time and effort to read and fully comprehend the financial statements that were presented. If this is not done, regardless of how good the accountants statements may be they can never accomplish items 2 and 3 above.

We have all heard of sales budgets which are far in excess of the sales limitation dictated by the available working capital. Fixed asset commitments are many times out of hand because management did not consider the resulting effect on the company's financial strength. Budgets have been scoffed at and many times considered "something we do not have to worry about." Cost system installations have been by-passed because "we are too

small for that." Management becomes in many instances, unaware of the eventual problem of being over-invested in inventory.

Accountants Responsibilities

If the accountant presents to management a statement of past history or "what has been done," can he consider his job completed? If financial information is available but is not absorbed by management, due to their lack of confidence in accounting tabulations and forecasts thereby ignoring certain changes that should be made, can the accountant be held at fault? What can be done to convince management that it is their responsibility to learn how to use financial statements? In this sense we are still considering the aforementioned small company management which started out on a shoestring and still considers itself "too small for financial control through financial statements and forecasts."

In an effort to guide management beyond "what has happened," the accountant should prepare operating forecasts, operating budgets, determine the break-even point, and determine cash and fixed asset requirements. As a result of the foregoing, the balance sheet at the end of the fiscal year can be forecast. The establishment and continued maintenance of these reports are just as important as the new pieces of equipment contemplated to improve production. Nothing can be more important than planning the financial objective and taking all the necessary steps to achieve these goals.

The small company which had experts leading its sales, design and production often failed to realize that the correct accounting functions and information is the insurance policy so direly needed to protect and prolong the busines entity which took so much effort to create. Little do they realize that it might be better to be small and strong than grotesque and unwieldy. This is one of the faults of many small company managements; that is, they want to be big in a hurry, and since accounting is a necessary evil, all financial forecasting is considered wishful thinking of the future. As a result financial needs of the future are given the least consideration until it is often too late.

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Broader Vision

(Continued from page 42)

After the preliminary testing and surveys are made, an outline of the theory of visual performance training is presented to the group. During the program, a direct application of the theory to the particular needs of the group is stressed by recalling the diagnosed group weaknesses. Hence, the group knows what it is striving for in general and in the particulars.

Each participant in the program is given a psychograph and is allowed to plot his diagnostic scores. In this way each individual is able to gain a clear picture of his weaknesses and strengths.

The span of visual apprehension, or the number of words which can be taken in at a glance, is usually much greater than the number of words actually taken in. It is possible through training to decrease the number of fixations required for a line without lessening the individual's comprehension of the material read.

Specially prepared motion picture films are used to stimulate rapid reading, to widen the span of visual apprehension, to reduce the number of fixations and regressions per line, and to increase the group's ability to read thought rather than words. Every ef-

fort is made to get the group to read thought-units rather than to subvocalize on each word.

Each participant uses a mechanical pacing device to get the idea that he could force himself to surpass his usual comfortable rate of reading.

Specially prepared sets of words, phrases, numbers, and abbreviations are compiled by screening the various types of material that the group must read. These are put on slides, along with other basic words which are known to make up about 50 per cent of most adult reading materials, and presented to the group by means of the Tachistoscope. This instrument is a marriage of convenience between a camera and an old stereopticon machine. The slides are projected on a screen for times ranging from one second to one one-hundredth of a second. This training shortens the time of visual perception, widens the span of visual apprehension, and stimulates word discrimination.

Frequent progress tests are made and at the end of the program standardized tests equated with the tests given at the beginning of the program are administered.

In the midst of the fast moving current of American business, most executives are still using reading techniques they acquired in grade school. To cost conscious management modernization of reading techniques offers rewards in increased productivity, frequently comparable to the results obtained by the office and plant modernization programs.

Naugatuck Footwear Plant Wins Top Safety Award

(Continued from page 11)

ham Ribicoff; General George C. Stewart, executive vice-president of the National Safety Council; C. W. Pennington, vice-president and general manager of the Footwear Division of the company; Wesley M. Graff, manager of safety, fire and medical services for the company; Mayor Adam Mengacci; Rudolph M. Hennick, publisher of the Naugatuck Daily News and Joseph P. Donahue, managing editor of the News. Also attending the award ceremonies were plant officials, Union representatives and management and employee departmental delegates.

T. Rex Behrman, industrial relations manager, served as master of ceremonies for the event, which started at 2:30 P.M.

Earl C. Shedd, safety supervisor, and members of his section, Frank Ficco, safety inspector, and Raymond C. Gardner, plant protection supervisor, were in charge of arrangements for the affair.

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He's always mashing someone's toe or bashing in a head.
I'd better call a Travelers man before I'm in the red."

2.

When Travelers' man arrived he stated sympathetically,
"You need our Workmen's Comp and Public Liability.
We'll put our safety experts on the problem right away—
To make this man productive in a less destructive way."

3.

As promised, Travelers safety engineers dug in and worked
To study Casey's operation—find where dangers lurked.
"Our Workmen's Comp and Liability," said Travelers' man,
"Cuts accidents and lowers rates—a money-saving plan."

4.

So up went Casey's profits and his company's morale—
The clumsy worker hurt no one, alone in his corral.
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Business Tips

By **THOMAS LEA DAVIDSON**
Assistant Professor of Marketing
School of Business Administration
University of Connecticut, Storrs

The Effect of Leasing on the Seller

♦ IT is axiomatic that profit is not created until the products of a business enterprise have been disposed of in exchange for value in excess of their total cost. Faced with increased competition which has made it more difficult to sell, aggressive management is searching for new ways to create sales and profits. One tool which might be considered is the lease.[1]

Typically the lease is considered as a financial tool whereby a firm (lessee) is able to secure the use of capital resources without the consequent disadvantages of ownership. In effect, the seller (lessor) provides capital resources in the nature of fixed assets which the buyer can use for a stipulated period in return for predetermined payments. The purpose of this article is to point out some of the possible effects of the use of leasing on the seller or lessor.[2]

To measure the effect of leasing on the lessor, let us look at a hypothetical company. This firm produces a machine at a total delivered cost of $25,000 which it sells for a price of $35,000. This machine has an expected useful life of five years after which it is estimated to have a salvage value of $6,000. The firm has been making a profit in the past but is unable to sell sufficient machines to produce at the optimum rate.

Now let us assume that the firm tries to increase "sales" by leasing. Under this plan a customer may lease these machines for a period of five years, during which period the lessee agrees to compensate the lessor at the rate of $600 per month. As a result of this plan, the firm is able to lease ten machines per year to customers who otherwise would not have used their product.[3] Exhibit I summarizes the effect of this leasing on the firm.

Effect on Resources

To the extent that a lessee avoids the risks and financial burdens of ownership, they must be assumed by the lessor. The result, seen in Exhibit I, is to increase temporarily the capital requirements of the selling firm. Thus the firm spends an additional $250,000 the first year and every year thereafter to finance the production of the ten leased machines. In the first year, as only $72,000 is received in rent payments,[4] the firm has a cash flow deficit of $178,000 which will require additional financing.

In the second year the firm again spends $250,000 but this year income is up to $144,000. (This represents $72,000 on machines leased in the first year and $72,000 on those leased in the second year.) The resulting second year deficit is $106,000 which when added to the deficit from the first year gives a total deficit of $284,000.

The third year's lease operation adds $34,000 to the cash flow deficit to bring it to a total of $318,000. However, in the fourth year the situation is reversed and the cash flow inward exceeds the cash flow outward. By the sixth year the entire deficit has disappeared, and starting with the seventh year the cash flow in exceeds the cash flow out by $175,000 per year. This has been achieved because the cash flow inward includes $60,000 of salvage value on the 5-year-old machines.

The effect of leasing has been to lengthen the turnover period for the producing firm. Under an actual sales situation the investment in expenses is recovered when the sale is made, whereas under leasing the investment is not recovered until the end of the lease period. The additional cash requirement is merely the cash needed until the cash flow in has caught up with the cash flow out.

Source of Resources

Not only will the lease operation provide an eventual liquidation of the cash flow deficit; it also can assist in generating the resources required to finance this deficit. Thus in the first

EXHIBIT I

EFFECT OF LEASING ON A FIRM WHERE 10 MACHINES COSTING $25,000. PER TO PRODUCE ARE LEASED FOR $600. RENT PER MONTH FOR 5 YEARS, AFTER WHICH THEY HAVE A SALVAGE VALUE OF $6000.

(1) Year	(2) Cost per Year to Produce 10 Machines	(3) Income per Year from All Machines Being Rented	(4) Additional Capital Required due to Leasing (sum of 2 less sum of 3)	(5) Interest Cost per Year on Col. 4 at 6% per Year[2]
1	$250,000	$ 72,000	$178,000	$10,680
2	250,000	144,000	284,000	17,040
3	250,000	216,000	318,000	19,080
4	250,000	288,000	270,000	16,200
5	250,000	360,000	160,000	9,600
				$72,600
6	250,000	420,000	- 10,000	
7	250,000	420,000[1]	-170,000 (per year)	

[1] Rent from 50 machines plus salvage on 10.

[2] Assumes, for simplicity, that income and expenses are all effective as of the first of the year. The effect of changing these to a stream, as they actually are, would not change the conclusions.

[1]A lease is defined as "a conveyance by the owner of an estate to another of a portion of his interest therein, for a term less than his own in consideration of a certain annual rent or other recompense." Gray vs LaFeyette County, 65 Wis 657: 27 N.W. 311.

[2]See the bibliography at the end for several excellent references on the effect of leasing on the lessee.

[3]Note that a basic assumption here is that machines could be leased or that there are lessees willing to lease the machines produced by this firm at the stated terms. Determining the exact terms to be used or the potential number of lessees is a separate problem.

[4]The unrealistic assumption that all costs are incurred and all leases made on the first of January of each year is made to simplify the computations. While adjustment of these assumptions would change the figures, the basic conclusions are still valid.

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year, as collateral against the need to raise $178,000, the firm has machinery with a depreciated value of $288,000. Further, this asset value will become revenue (liquid cash) over the next four-year period. The same will be true in succeeding years.

Effect on Profits

Another way of analyzing the lessor's position is to say that he has a large investment in machinery which is under lease and which will be recovered over a 5-year period. As a result of leasing he has disposed of 50 more machines during this 5-year period for a total cash return of $42,000 per machine ($7200 per year for 5 years plus salvage of $6000 at the end of period). Assuming that the firm was profitable prior to this increased sale, it is reasonable to assume that these sales will also be profitable.

To adjust the cash flow to reported income, the firm will capitalize the expenses of manufacturing and write them off during the life of the machine. Thus the rents received in each period are treated partially as profit and partially as the recovery of the capitalized costs.

There is an additional cost involved in leasing and that is the cost of the capital required to finance the cash flow deficit during its existence. At 6% per year this comes to $72,600 for the 5-year period. This cost should be treated just as management would consider the cost of advertising or some other selling tool. This cost is one of the reasons that the total receipts from the leased machines ($42,000) is greater than that from the sale of the machines ($35,000). Finally, after five years the additional "sales" are made without any special cost. The result should be increased profits.

An additional source of profit comes from the fact that most firms are operating at less than optimum capacity. If a firm in such a situation increases the rate of production by leasing, the result should be to reduce the cost of producing the machines being sold. If a saving of $50,000 occurs, this amount is 16% of the maximum investment required in the third year due to leasing.

Finally, the use of leasing will stabilize income in periods of recession conditions. Even if all sales stopped in the seventh year and there was no salvage value, the firm would have a declining stream of income for up to four years—a stream that would total $720,000.

Conclusions

Obviously the assumptions and figures used in this example are overly

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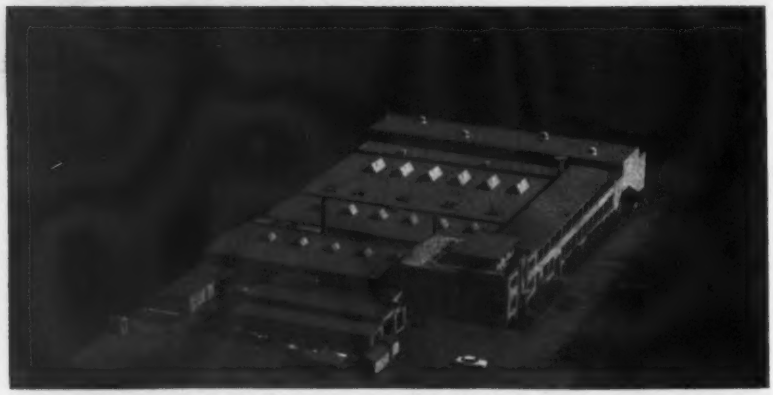

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simplified. Further, the question of whether or not people would lease at these terms has not been answered. But, if 10 machines could be leased per year, the result would be:

1. Temporary increased needs for resources that are self-liquidating.
2. Increased profit on the resources being used.
3. Stability in the face of recession conditions.

This indicates that management might well consider adding the lease to its marketing mix.

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Recruiting

(*Continued from page 16*)

sound generalizations can be made, however.

In the first place it should be direct and informational—and it should not be obviously promotional or pretend to be something it isn't. One well-known manufacturing company wasted thousand of dollars on a brochure which did not even carry the name of the firm on the cover—and actually buried it deeply in the copy on the inside—forcing exasperated placement personnel to repair the omission, writing by hand the name of the company on the outside of the folder so students would know what they were reading.

Frankness and a straightforward tone characterize the best literature. One large company, for instance, has published a simple 24-page booklet which starts out with an informal letter from the president. "By and large," he writes, "most of the people who work here seem to enjoy it, and seem to feel that they're putting something into their work that helps provide good jobs . . . I think most of our employees are getting a kick out of their work . . . because not very many of them leave us to go somewhere else." But the same thing can be said of the letter as of all the rest of the literature. It has to be good—if it is perfunctory, it simply won't be read; and if it is just simply fluff it may actually create a negative impression.

Brief summary sheets of company information and, most important, well-written, challenging, specific job descriptions should back up the gen-

eral material. Men who are scanning company brochures want a clear-cut idea of the positions which are being filled, and most placement offices require that such statements be filed several weeks before interviews are held.

Most young people today are looking for opportunity as they survey the job field. Starting salary and ultimate security, according to placement officials, is not so important as many companies seem to think. Furthermore, graduating students tend to be idealistic; they want to feel that the company for which they go to work is fulfilling a real purpose, has a sense of community responsibility, and is making a substantial contribution to the future. Brochures and statements which talk in these terms, which give the company an attractive and forwarding-looking personality, are a real asset to a recruiting program.

Thus, low-pressure selling, factual information about the company and its prospects, and detailed material on training programs and future opportunities seem to be the most appealing characteristics of good recruiting literature. But it is dangerous to generalize; the clue is always to think in terms of the individuals themselves. Students with different training and levels of education will not react alike; many companies have found it worthwhile to develop separate literature aimed directly at the several talent reservoirs they are seeking to tap.

Establishing Salaries. Starting pay checks mount as the demand outstrips the supply. Slight recession does not drop the level; it simply slows down the rise. Strong economic recovery, with manpower demand making up for lost time, is likely to accelerate the starting salary curve. Graduate business schools report that their median starting salaries for non-engineers are from $5,500 to $6,500 this year, with engineers commanding up to $1,000 more. College figures are lower, of course, but still impressive—from $4,000 up.

The important things to remember, though, are (1) that it is business that is responsible for this continuing increase, not the students; and (2) starting salary is by no means the determining element in the choice most young people make. They expect to receive a pay check within a generally equivalent range in any company, and are much more impressed by the firm itself and the opportunities it offers for the future than they are by a large income the first year.

In general, the best advice about salaries is that a company should keep as flexible as possible, at least during

(*Continued on page 68*)

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Connecticut Medical Service, Inc.

The Blue Shield Plan for Connecticut

GENERAL OFFICES • NEW HAVEN

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings purchased by Connecticut manufacturers. Interested buyers may secure further information by writing this department. Listing rates (12-time insertions only): $6.00 for single listing. When several listings are ordered for insertion at the same time following multiple rates apply: $10 for two and $2.00 each beginning with the third.

Absorbents
Nielsen & Sons Inc. John R (oil water and grease) South Windsor

Accounting Forms
Baker-Goodyear Co The Branford

Accounting Machines
Underwood Corporation Bridgeport

Adding Machines
Underwood Corporation Bridgeport

Adhesives
Polymer Industries Inc Springdale
Raybestos Division Raybestos-Manhattan Inc Bridgeport

Advertising Mats
Lockwood Sons Inc Wm H Hartford

Advertising Plates
Lockwood Sons Inc Wm H Hartford

Advertising Specialties
H C Cook Co The Ansonia

Aerosol Products
Bridgeport Brass Company Bridgeport

Air Compressors
Spencer Turbine Co The Hartford

Air-Conditioning
Dunham-Bush Inc West Hartford
Norwalk Airconditioning Corp South Norwalk

Air Ducts
Wiremold Co The (Retractable) Hartford

Air Heaters—Direct Fired
Peabody Engineering Corporation Stamford

Air Impellers
The Torrington Manufacturing Co Torrington

Aircraft
Sikorsky Aircraft Division United Aircraft Corporation (helicopters) Bridgeport

Aircraft Accessories
Chandler Evans Div Pratt & Whitney Co Inc (Piston and Jet Engine Accessories—Carburetors, Fuel Controls, Afterburner Regulators, Pumps, Servomechanisms and Protek Plugs) West Hartford
Consolidated Controls Corp Bethel
Fenn Mfg Co The (Hardened and Ground Gear assemblies) Newington
Gabb Special Products Inc (filler caps—pressure fuel servicing systems) Windsor Locks
Hamilton Standard Div United Aircraft Corp (propellors and other aircraft equipment) Windsor Locks

Aircraft Engine Timing Tools
Gabb Special Products Inc Windsor Locks

Aircraft Engine Details
Hartford Machine Screw Co Div of Standard Screw Co Hartford

Aircraft Engines
Lycoming Division Avco Canufacturing Corp Stratford
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford

Aircraft Fasteners
Bland Buner Co The Thread Products Div Hartford
Hartford Machine Screw Co Div of Standard Screw Co Hartford
Scovill Manufacturing Company (PANELOC Aircraft Fasteners) Waterbury

Aircraft Instruments
Gorn Electric Company Inc Stamford

Aircraft—Repair & Overhaul
Airport Department Pratt & Whitney Aircraft Division Rentschler Field East Hartford

Aircraft Studs and Bolts
Hartford Machine Screw Co Div of Standard Screw Co Hartford

Aircraft Test Equipment
United Manufacturing Co Division of The W L Maxson Corp Hamden

Alumilite Aluminum Sheets
Leed Co The H A Hamden

Aluminum Bronze Castings
Knapp Foundry Company Inc Guilford

Aluminum Castings
Eastern Malleable Iron Company The Naugatuck
Newton-New Haven Co West Haven

Aluminum Die Castings
Mt Vernon Die Casting Corporation Stamford
Stewart Die Casting Div. Stewart-Warner Corp. Bridgeport

Aluminum Extrusions
Bridgeport Brass Company Bridgeport

Aluminum Forgings
Bridgeport Brass Company Bridgeport
Consolidated Industries Inc West Cheshire
Scovill Manufacturing Company Waterbury

Aluminum Ingots
Lapides Metals Corp New Haven

Aluminum Sand Castings
Bridgeport Deoxidized Bronze Corp Bridgeport

Aluminum—Sheet and Rod
Scovill Manufacturing Company Waterbury

Aluminum—Sheets & Coils
United Smelting & Aluminum Co Inc New Haven

Ammunition
Arms and Ammunition Div Olin Mathieson Chemical Corp New Haven

Anodic Coating
Fenn Mfg Co The (Dow 17) Newington

Anodizing
Aluminum Finishing Co. Bridgeport
Comco Inc Div of Enthone Inc New Haven
Leed Co The H A Hamden

Anodizing Equipment
Comco Inc Div of Enthone Inc New Haven

Asbestos
Auburn Manufacturing Company The (gaskets, packings, wicks) Middletown

Asarcon Bronze
Derby Castings Company, The Seymour
Knapp Foundry Company Inc (bushing & bearing stock) Guilford

Assemblies—Small
Barnes Co The Wallace Div Associated Spring Corp Bristol
Greist Manufacturing Co The New Haven
Hartford Machine Screw Co Div of Standard Screw Co Hartford
Stanley Humason Inc Forestville
J H Sessions & Son Bristol

Audio-Visual Equipment
Victor Animatograph Corp a div of Kalart (16mm sound and silent projectors; 35mm filmstrip and sound slide film projectors) Plainville

Automatic Buffing & Polishing Machines
Harper Buffing Machine Company The East Hampton

Auto Cable Housing
Wiremold Company The Hartford

Automatic Assembly Machines
Sperry Products Inc Danbury

Automatic Control Instruments
Bristol Co The (temperature, pressure, flow, humidity, time) Waterbury

Automobiles—Children's
Powercar Company Mystic

Automotive Bodies
Metropolitan Body Company Bridgeport

Automotive Parts
Bridgeport Thermostat Div Robertshaw—Fulton Controls Co (automobile thermostats) Milford
Eis Manufacturing Co (Hydraulic and Mechanical) Middletown
Raybestos Division of Raybestos-Manhattan Inc (Brake Lining, Lined Brake Shoes, Clutch Facings, Automatic Transmission Parts, Fan Belts, Radiator Hose and Miscellaneous Rubber) Bridgeport

Automotive & Service Station Equipment
Scovill Manufacturing Company (Canned Oil Dispensers) Waterbury

Automotive Tools
Eis Manufacturing Company Middletown

Bag Sealing Machines
Derby Sealers Inc Derby

Bakelite Moldings
Watertown Mfg Co The Watertown

Balls
Abbott Ball Co The (steel bearing and burnishing) Hartford
Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum) Hartford
Kilian Steel Ball Corp The Hartford
Pioneer Steel Ball Company Inc (steel for bearings, burnishing, graining; also brass, bronze and stainless) Unionville
Superior Steel Ball Co Inc (steel bearings & burnishing material) New Britain

Banbury Mixers
Farrel-Birmingham Company Inc Ansonia

Barrels
Abbott Ball Co The (burnishing and tumbling) Hartford
Esbec Barrel Finishing Corp (burnishing & tumbling) Byram
Hartford-Steel Ball Co The (tumbling) Hartford
King Co Alfred B (tumbling and plating) North Haven

Baskets—Wire
Rolock Inc Fairfield

Bearings
Barden Corporation The (ball) Danbury
Fafnir Bearing Co (ball) New Britain
Marlin-Rockwell Corporation Plainville
New Departure Div of General Motors (ball) Bristol
Norma-Hoffman Bearings Corp (ball and roller) Stamford

Bellows Assemblies
Bridgeport Thermostat Div Robertshaw—Fulton Controls Co Milford

Bellows—Metallic
Bridgeport Thermostat Div Robertshaw—Fulton Controls Co Milford

Bells
Bevin Brothers Mfg Co East Hampton
N N Hill Brass Co The East Hampton

Belt Fasteners
Saling Manufacturing Company (patented self-aligning) Unionville

Belting
Hartford Belting Co Hartford
Russell Mfg Co (High Speed Endless, Laminated Rubber, Roll Stock all types) Middletown

Bends—Pipe or Tube
National Pipe Bending Co The New Haven

Bicycle Coaster Brakes
New Departure Div General Motors Corp Bristol

Bicycle Sundries
New Departure Div General Motors Corp Bristol

Blacking Salts for Metals
Enthone Inc New Haven
Mitchell-Bradford Chemical Co Milford

Black Oxide Finishing
Black Oxide Inc New Britain

Black Oxide Treatment
Bennett Metal Treating Co The Elmwood

Blades
Capewell Manufacturing Company Metal Saw Division (hack saw and band saw) Hartford

Blocks
Howard Company (cupola fire clay) New Haven

Blower Fans
Colonial Blower Company Plainville
Spencer Turbine Co The Hartford

(Advt.)

Blower Systems
Colonial Blower Company — Plainville
Ripley Co — Middletown

Blower Wheels
Torrington Manufacturing Company The — Torrington

Blueprints and Photostats
Joseph Merritt & Co — Hartford

Boilers
Bigelow Co The — New Haven

Bolts and Nuts
Clark Brothers Bolt Co — Milldale

Boring Tools
Atrax Company The (solid carbide) — Newington

Bottles
Feldman Glass Co. The — New Haven

Box Board
Bird & Son Inc — New Britain
Continental Can Co., Boxboard and Folding Carton Division — Montville
Federal Paper Board Co Inc — Montville, New Haven & Versailles
Lydall & Foulds Paper Co The — Manchester
New Haven Board & Carton Co The — New Haven
Robertson Paper Box Co — Montville

Boxes
Bird & Son Inc (corrugated, solid fibre, cleated containers) — New Britain
Connecticut Container Corporation — New Haven
Continental Can Co., Fibre Drum and Corrugated Box Division — Portland
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes) — Durham
Middletown Mfg Co (metal) — Middletown
Warner Bros Co The (Acetate, Paper, Acetate and Paper Combinations, Counter Display, Setup) — Bridgeport

Boxes and Crates
City Lumber Co of Bridgeport Inc The — Bridgeport

Boxes—Folding
Leshine Carton Co — Branford

Boxes—Metal
Merriam Mfg Co (Bond and Security, Cash and Utility, Personal Files and Drawer Safes) — Durham
Scovill Manufacturing Company (aluminum, brass, bronze, copper-cosmetic, drug, hair pin, ointment, pill, powder, rouge, vanity) — Waterbury

Boxes—Paper—Folding
Atlantic Carton Corp — Norwich
Bridgeport Paper Box Co — Bridgeport
Carpenter-Hayes Paper Box Co Inc — East Hampton
Continental Can Co., Boxboard and Folding Carton Division — Montville
Curtis & Sons Inc S — Sandy Hook
Folding Cartons Incorporated (paper, folding) — Versailles
Mills Inc H J — Bristol
National Folding Box Co Div Federal Paper Board Co Inc (paper folding) — New Haven and Versailles
New Haven Board & Carton Co The — New Haven
Robertson Paper Box Co — Montville
Warner Bros Co The — Bridgeport

Boxes—Paper—Setup
Bridgeport Paper Box Co — Bridgeport
Heminway Corporation The — Waterbury
Mills Inc H J — Bristol
Strouse Adler Company The — New Haven
Warner Bros Co The — Bridgeport

Brake Cables
Eis Manufacturing Co — Middletown

Brake Linings
Raybestos Division of Raybestos-Manhattan Inc (Automotive and Industrial) — Bridgeport
Russell Mfg Co (all types, Fused Fabric, Durak, Wireback, Extruded) — Middletown

Brake Service Parts
Eis Manufacturing Co — Middletown

Brass & Bronze
American Brass Co The (sheet, wire, rods, tubes) — Waterbury
Bridgeport Rolling Mills Company (coil, sheet, strip) — Bridgeport
Bridgeport Brass Company (sheet, rod, wire and tubing) — Bridgeport
Bristol Brass Corp The (sheet, wire, rods) — Bristol
Chase Brass & Copper Co — Waterbury
Miller Company The (phosphor bronze and brass in sheets, strips, rolls) — Meriden
Plume & Atwood Mfg Co The (sheet, wire, rod) — Thomaston
Scovill Manufacturing Company — Waterbury
Seymour Mfg Co The (strip, sheet & wire) — Seymour
Tinsheet Metals Co The (sheets and rolls) — Waterbury
Western Brass Mills Division of Olin Industries Inc (sheet, strip) — New Haven

Brass & Bronze Ingot Metal
Mitchell Smelting & Refining Co Inc — Botsford
Plume & Atwood Mfg Co The — Thomaston
Whipple and Choate Company The — Bridgeport

Brass, Bronze, Aluminum Castings
Derby Castings Company, The — Seymour
Victors Brass Foundry Inc — Guilford

Brass Goods
American Brass Company The — Waterbury
Plume & Atwood Mfg Co The (to order) — Waterbury
Rostand Mfg Co. The (Ecclesiastical Brass Wares) — Milford
Scovill Manufacturing Company (to order) — Waterbury
Western Brass Mills Div Olin Mathieson Chemical Corp — New Haven

Brass Mill Products
American Brass Company The — Waterbury
Bridgeport Brass Co — Bridgeport
Chase Brass & Copper Co — Waterbury
Plume & Atwood Mfg Co The — Thomaston
Scovill Manufacturing Company — Waterbury
Seymour Manufacturing Co. The — Seymour
Western Brass Mills Div Olin Mathieson Chemical Corp — New Haven

Brick-Building
Donnelly Brick Co The — New Britain

Bricks—Fire
Howard Company — New Haven
Mullite Works Refractories Div H. K. Porter Co Inc — Shelton

Bright Wire Goods
Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks) — New Haven

Broaching
Hartford Special Machinery Co The — Hartford

Bronze & Aluminum Castings
Knapp Foundry Company Inc (rough or machined) — Guilford

Bronze Sand Castings
Bridgeport Deoxidized Bronze Corp — Bridgeport

Brooms—Brushes
Fuller Brush Co The — Hartford

Buckles
B Schwanda & Sons — Staffordville
Hawie Mfg Co The — Bridgeport
North & Judd Manufacturing Co. — New Britain
Patent Button Co The — Waterbury
Risdon Manufacturing Co John M. Russell Div — Naugatuck

Buffing & Polishing Compositions
Apothecaries Hall Company Division — Waterbury
The Hubbard Hall Chemical Company
Lea Mfg Co — Waterbury

Building Materials
City Lumber Co of Bridgeport Inc — Bridgeport

Burners
Plume & Atwood Mfg Co The (kerosene oil lighting) — Thomaston

Burners—Automatic
Peabody Engineering Corporation — Stamford

Burners—Coal and Oil
Peabody Engineering Corporation (Combined) — Stamford

Burners—Gas
Peabody Engineering Corporation (Blast Furnace) — Stamford

Burners—Gas and Oil
Peabody Engineering Corporation (Combined) — Stamford

Burners—Refinery
Peabody Engineering Corporation (For Gas and Oil) — Stamford

Burnishing
Abbott Ball Co The (Burnishing Barrels and Burnishing Media) — Hartford
Pioneer Steel Ball Company Inc (balls, cones, other metallic shapes) — Unionville

Burs
Atrax Company The (carbide) — Newington
Pratt & Whitney Co Inc (carbide and HSS) — West Hartford

Business Forms
Connecticut Manifold Forms Co. The — West Hartford

Buttons
B Schwanda & Sons — Staffordville
Frank Parizek Manufacturing Co The — Putnam
Patent Button Co The — Waterbury
Scovill Manufacturing Company (Uniform and Tack Fasteners) — Waterbury
Waterbury Companies Inc (Uniform and Fancy Dress) — Waterbury

Cabinet Work
Hartford Builders Finish Co — Hartford

Cable—Asbestos Insulated
Rockbestos Products Corp — New Haven

Cable-Interlocked Armor
General Electric Company — Bridgeport

Cable—Nonmetallic Sheathed
General Electric Company — Bridgeport

Cable—Service Entrance
General Electric Company — Bridgeport

Cages
Andrew B. Hendryx Co The (bird and animal) — New Haven

Cams
American Cam Company Inc — Hartford
Hartford Special Machinery Co The — Hartford
Rowbottom Machine Company Inc — Waterbury

Cams, 2 Dimensional
Mallory Industries, Inc — West Hartford
Parker-Hartford Corporation — Hartford

Cams, 3 Dimensional
Mallory Industries, Inc — West Hartford
Parker-Hartford Corporation — Hartford

Capacitors
Electro Motive Mfg Co Inc. The (mica & trimmer) — Willimantic

Carbide Drawing Dies
State Products Co (eyelet special shape dies) — Oakville

Carbide Shape Dies
Thomaston Tool & Die Co (any form) — Thomaston

Carbide Tools
Atrax Company The (solid) — Newington
Precision Tool & Die Co — Waterbury

Carbon Pile Type Resistors
Engineered Metals — Manchester

Card Clothing
Standard Card Clothing Co The (for textile mills) — Stafford Springs

Card Indexes
Wassell Organization Inc — Westport

Carpenter's Tools
Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vices) — New Haven

Carpets and Rugs
Bigelow-Sanford Carpet Co — Thompsonville

Carton Closure Equipment
Better Packages Inc ("Tape-O-Matic," "Better Pack") — Shelton

Casters
Bassick Company The (Industrial and General) — Bridgeport

Castings
Connecticut Foundry Co (grey iron) — Rocky Hill
Connecticut Malleable Castings Co. (malleable iron castings) — New Haven
Ductile Iron Foundry Inc — Stratford
Eastern Malleable Iron Company The (malleable iron, metal and alloy) — Naugatuck
Farrel-Birmingham Company Inc (Meehanite Nodular, Iron, Steel) — Ansonia
H R Engineering Laboratories Inc (centrifugal, steel mold) — East Haddam
Hartford Electric Steel Corp The (carbon, low alloy and stainless steel castings) — Hartford
Malleable Iron Fittings Co (malleable iron and steel) — Branford
McLagon Foundry Co. (grey iron) — New Haven
Newton-New Haven Co (zinc and aluminum) — West Haven
Nutmeg Crucible Steel Co (steel) — Branford
Plainville Casting Company (gray, alloy and high tensile irons) — Plainville
Producto Machine Company The — Bridgeport
Sako Aluminum Castings Inc — Fairfield
Scovill Manufacturing Company (Brass & Bronze) — Waterbury
Turner & Seymour Mfg Co The (gray iron, semi steel and alloy) — Torrington
Union Mfg Co (grey iron & semi steel — New Britain
Waterbury Foundry Company The (highway & sash weights) — Waterbury
Wilcox Crittenden & Co Inc (gray iron and brass) — Middletown

(Advt.)

Castings—Investment
Arwood Precision Casting Corp — Groton

Cements—Refractory
Mullite Works Refractories Div H K Porter Co Inc — Shelton

Centerless Grinding
Brown Manufacturing Co. — New Britain
Winsted Centerless Co — Winsted

Centers
Ready Tool Co The (anti friction, carbide tipped, high speed) — Stratford

Centrifugal Pumps
Hameo Inc (gasoline or electric driven) — New Haven

Cermets
Russell Mfg Co (for missiles, and for friction materials) — Middletown

Chain
Risdon Manufacturing Co John M Russel Div — Naugatuck
Turner and Seymour Mfg Co The (weldless, sash, jack, safety, furnace, universal, lion and cable) — Torrington

Chain—Bead
Auto-Swage Products Inc — Shelton
Bead Chain Mfg Co The — Bridgeport

Chain—Power Transmission and Conveying
Whitney Chain Company — Hartford

Chairs
The Hitchcock Chair Company — Riverton

Chemical Manufacturing
Carwin Company The — North Haven

Chemicals
Apothecaries Hall Company Division The Hubbard Hall Chemical Company — Waterbury
Axton-Cross Co — Shelton
Carwin Company The — North Haven
Macalaster Bicknell Company — New Haven
MacDermid Incorporated — Waterbury
Naugatuck Chemical Division United States Rubber Co — Naugatuck
New England Lime Company — Canaan
Pfizer & Co Inc Chas — Groton
United States Chemical Corp (maintenance and powdered hand soap, floor waxes, cleaners, disinfectants, fuel additives) — New Haven

Chemicals—Agriculture
Naugatuck Chemical Division United States Rubber Co (insecticides, fungicides, weed killers) — Naugatuck

Chemists—Analytical and Consulting
Bridgeport Testing Laboratory Inc — Bridgeport

Christmas Light Clips
Foursome Manufacturing Co — Bristol

Chromium Plating
Chromium Corp of America — Waterbury
Chromium Process Company The — Shelton

Chucks
Cushman Chuck Co The — Hartford
Jacobs Manufacturing Co The — West Hartford
Jacobs Manufacturing Co The (drill chucks lathe collet chucks and arbors) — West Hartford
Union Manufacturing Company — New Britain

Chucks—Drill
Jacobs Manufacturing Co The — West Hartford

Chucks & Face Plate Jaws
Cushman Chuck Co The — Hartford
Union Mfg Co — New Britain

Chucks—Power Operated
Cushman Chuck Co The — Hartford
Union Manufacturing Company — New Britain

Clay
Howard Company (Fire Howard "B" and High Temperature Dry) — New Haven

Cleaning Compounds
Enthone Inc (Industrial) — New Haven
MacDermid Incorporated — Waterbury

Clock Mechanisms
Lux Clock Mfg Co The — Waterbury

Clocks
E Ingraham Co The — Bristol
United States Time Corporation The — Waterbury

Clocks—Alarm
Lux Clock Mfg Co The — Waterbury

Clocks—Automatic Cooking
Lux Clock Mfg Co The — Waterbury

Clutches
Snow-Nabstedt Gear Corp The — New Haven

Clutch Facings
Raybestos Division of Raybestos-Manhattan Inc (Molded, Woven, Semi-metallic and Full-metallic) — Bridgeport
Russell Mfg Co (rubber Shock Cord—all sizes and types) — Middletown

Coil Winding Machines
Boesch Mfg Co Inc — Danbury

Coils—Electric
Bittermann Electric Company — Canaan

Coils—Pipe or Tube
National Pipe Bending Co The — New Haven
Whitlock Manufacturing Co The — Hartford

Cold Molded Electrical Insulation
Meriden Molded Plastics — Meriden

Commercial Heat Treating
A F Holden Company The — West Haven

Commercial Truck Bodies
King Co Alfred B — North Haven
Metropolitan Body Company — Bridgeport

Compacts
Scovill Manufacturing Company (powder and rouge) — Waterbury

Comparators
Pratt & Whitney Co Inc (Electro-limit and Air-O-Limit) — West Hartford

Compressors
Norwalk Company Inc (high pressure air and gas) — South Norwalk

Computers
Reflectone Corporation The — Stamford

Concrete Products
Plasticrete Corp — Hamden

Condenser and Heat Exchanger Tubes
Bridgeport Brass Company — Bridgeport
Scovill Manufacturing Company — Waterbury

Cones
Sonoco Products Co (Climax-Lowell Div.) (Paper) — Mystic

Connector
Gorn Electric Co Inc (precision miniature electrical and printed circuit) — Stamford

Consulting Engineers
McNeal J D (Electrical and Electronic) — New Haven
Stanley P. Rockwell Co Inc The (Consulting) — Hartford

Continuous Mill Gages
Pratt & Whitney Co Inc — West Hartford

Contract Machining
Laurel Mfg Co Inc (Precision Production Small Parts) — Plainville
Malleable Iron Fittings Company — Branford

Contract Manufacturers
Fenn Mfg Co The (Precision Machine Work) — Newington
Greist Mfg Co The (metal parts and assemblies) — New Haven
Hartford Machine Screw Co Div of Standard Screw Co — Hartford
Merriam Mfg Co (production runs—metal boxes and containers to specifications) — Durham
Plume & Atwood Mfg Co The (metal parts and assemblies) — Thomaston
Scovill Manufacturing Company (metal parts and assemblies) — Waterbury
J H Sessions & Son — Bristol

Controllers
Bristol Company The — Waterbury
Manning Maxwell & Moore Inc — Stratford

Controls—Remote
Panish Controls (Remote Controls for Marine & Aeronautic Applications) — Bridgeport

Controls—Hydraulic Remote
Sperry Products Inc — Danbury

Converters DC to AC
Electric Specialty Co — Stamford

Conveyer Systems
Hayes-Te Equipment Corp Connecticut Conveyor Division (Conveyor Co The) — East Haven
King Co Alfred B — North Haven
Leeds Conveyor Mfg Co The — East Haven
Production Equipment Co — Meriden

Copper
American Brass Corp The (sheet, wire, rods, tubes) — Waterbury
Bridgeport Brass Company (sheet, rod, wire and tubing) — Bridgeport
Bristol Brass Corp The (steel) — Bristol
Chase Brass & Copper Co (sheet, rod, wire tube) — Waterbury
Thinsheet Metals Co The (sheet and rolls) — Waterbury
Western Brass Mills Div Olin Mathieson Chemical Corp — New Haven

Copper Castings
Knapp Foundry Company Inc — Guilford

Copper Sand Castings
Bridgeport Deoxidized Bronze Corp — Bridgeport

Copper Sheets
American Brass Company The — Waterbury
New Haven Copper Co The — Seymour

Copper Shingles
New Haven Copper Co The — Seymour

Copperware
Bridgeport Brass Company (cooking utensils) — Bridgeport

Copper Water Tube
American Brass Company The — Waterbury
Bridgeport Brass Co — Bridgeport

Cord
Russell Mfg Co The (marine & aero shock) — Middletown

Cords—Asbestos Insulated
General Electric Company — Bridgeport

Cords—Braided
General Electric Company — Bridgeport

Cords—Heater
General Electric Company — Bridgeport

Cords—Portable
General Electric Company — Bridgeport

Cord Sets—Electric
General Electric Company — Bridgeport
Seeger-Williams Inc — Bridgeport

Cork Cots
Sonoco Products Co (Climax-Lowell Div) — Mystic

Corn Cob Meal
Nielsen & Sons Inc. John R (graded) — South Windsor

Correspondence Files
Wassell Organization Inc — Westport

Corrugated Box Manufacturers
Connecticut Container Corporation — New Haven
Corrugated Containers Inc — Hartford

Corrugated Shipping Cases
Connecticut Container Corporation — New Haven
Continental Can Co. Fibre Drum and Corrugated Box Division — Portland
D L & D Container Corp — New Haven

Cosmetic Containers
Eyelet Specialty Div. International Silver Co. — Wallingford
Plume & Atwood Mfg Co The (metal) — Thomaston
Scovill Manufacturing Company — Waterbury

Cosmetics
J B Williams Co The — Glastonbury

Cotton and Asbestos Wicking
Bland Burner Co The — Hartford

Counting Devices
Veeder-Root Inc — Hartford

Couplings
Scovill Manufacturing Company (hose and tube) — Waterbury

Crushers
Farrel-Birmingham Company Inc (Stone and Ore) — Ansonia

Cushioning for Packaging
Gilman Brothers Co The — Gilman

Cutters
Atrax Company The (solid carbide) — Newington
Mitrametric Co The (ground pinion) — Torrington
Pratt & Whitney Co Inc (Milling Cutters all types carbide and HSS) — West Hartford

Cutting & Creasing Rule
Bartholomew Co H J — Bristol

Decalcomanias
Sirocco Screenprints — New Haven

Deep Hole Drilling & Reaming
Hamden Deep Hole Drilling Co — Hamden

Deep Drawings
Stanley Pressed Metal — New Britain

Deep Hole Drilling & Reaming
Wilson Arms Co. — Hamden

Delayed Action Mechanism
M H Rhodes Inc — Hartford
R W Cramer Company Inc The — Centerbrook

Demineralizers
Crystal Research Laboratories — Hartford

Design
Designers for Business and Industry (product design-appearance) — New Haven

Design & Drafting Service
Smith & Winchester Mfg Co The — South Windham

Diamonds—Industrial
Parsons Diamond Products Inc — West Hartford

Dictating Machines
Dictaphone Corporation — Bridgeport
Gray Manufacturing Company The — Hartford
SoundScriber Corporation The — New Haven

Die Cast Dies
C & F Tool & Die Corp — Bridgeport

Die Castings
Newton-New Haven Co Inc — New Haven

Die Casting Dies
ABA Tool & Die Co — Manchester
Eastern Machine Screw Corp The — New Haven
Weimann Bros Mfg Co. The — Derby

Die Heads—Self Opening
Eastern Machine Screw Corp The — New Haven
Geometric Tool Division, Greenfield Tap & Die Corp — New Haven

Die Polishing Machinery
Hartford Special Machinery Co The — Hartford

Die Sets
Producto Machine Company The — Bridgeport
Union Mfg Co (precision, steel and semi-steel) — New Britain

Die Sinkers
Pratt & Whitney Co Inc — West Hartford

Dies
Hoggson & Pettis Mfg Co The — New Haven
Mitrametric Co The (ground for gears) — Torrington
Pratt & Whitney Co Inc (Monocone and Ducone Dies) — West Hartford
Pratt & Whitney Co Inc (thread cutting and thread rolling) — West Hartford

Dies & Die Cutting
Douglas Co Geo M — New Haven

Dies—Steel Rule
Acme Steel Rule Die Corporation — Waterbury

Display Containers
National Folding Box Co Div Federal Paper Board Co Inc (folding paperboard) — New Haven and Versailles

Displays—Design & Production
Ad-Craft Displays, Inc. — Bloomfield
Conn-Craft Co. (Plastic) — Waterbury
Stifel & Kufta — New Britain

Display Equipment
Polecats Inc — Old Saybrook

Displays—Metal
Durham Mfg Co The (Designing & Mfg to customers' specifications) — Durham
Merriam Mfg Co (Contract Work to Individual Specifications) — Durham
Parsons Co Inc W A (custom designed) — Durham

Displays—Plastic
Dura Plastics of New York, Inc. — Westport

Door Closers
Sargent & Company — New Haven
Yale & Towne Mfg Co The — Stamford

Doors
Bilco Co The (metal, residential and commercial) — West Haven

Dowel Pins
Allen Manufacturing Co The — Hartford
Hartford Machine Screw Co Div of Standard Screw Co — Hartford
Holo-Krome Screw Corp The — West Hartford

Drafting Accessories
Joseph Merritt & Co — Hartford

Drill Presses
Townsend Mfg Co The H P — Elmwood

Drilling Machines
Howe & Fant Inc (Turret Type) — East Norwalk
Pratt & Whitney Co Inc (Deep Hole) — West Hartford

Drilling and Tapping Machinery
Hartford Special Machinery Co The — Hartford

Drop Forgings
Atwater Mfg Co — Plantaville
Billings & Spencer Co The — Hartford
Consolidated Industries — West Cheshire
Wilcox Crittenden & Co Inc — Middletown

Druggists' Rubber Sundries
Seamless Rubber Company The — New Haven

Duplicating Machines—Automatic
Pratt & Whitney Co Inc — West Hartford

Duplicator Tables
Regent Machine Co — Bridgeport

Elastic
Russell Mfg Co (rubber shock cord—all sizes and types) — Middletown

Electric Cables
General Electric Company (for residential, commercial and industrial applications) — Bridgeport
Rockbestos Products Corp (asbestos insulated) — New Haven

Electric Cord Springs
Bristol Spring Manufacturing Co — Plainville

Electric Cords
General Electric Company — Bridgeport
Rockbestos Products Corp (asbestos insulated) — New Haven

Electric Eye Control
Ripley Company Inc — Middletown

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated) — New Haven

Electric Hand Irons
Winsted Hardware Mfg Co (trade mark "Durabilt") — Winsted

Electric Heating Elements
Hartford Element Co — Hartford

Electric Ignition Harnesses
General Electric Company — Bridgeport

Electric Insulation
Case Brothers Inc — Manchester
Stevens Paper Mills Inc The — Windsor

Electric Lighting Fixtures
Fan-Craft Mfg Co (residential, church, post lanterns) — Plainville
Plume & Atwood Mfg Co The — Thomaston
Wasley Products Inc — Plainville

Electric Motor Controls
Arrow-Hart & Hegeman Electric Co The — Hartford

Electric Motor Winding
Monarch Electric Co (3 phase industrial motors) — New Britain

Electric Motor Repair
B & J Electric Co — Ansonia

Electric Motors
Monarch Electric Co (Allis Chalmers) — New Britain

Electric Switches
Arrow-Hart & Hegeman Electric Co The — Hartford

Electric Time Controls
Cramer Controls Corporation The — Centerbrook

Electric Underfloor Duct System
General Electric Company — Bridgeport

Electric Wire
General Electric Company — Bridgeport
Rockbestos Products Corp (asbestos insulated) — New Haven

Electric Wiring Devices
Arrow-Hart & Hegeman Electric Co The — Hartford

Electrical Appliances
Iona Manufacturing Company The — Manchester

Electrical Conduit Fittings & Grounding Specialties
Gillette-Vibber Company The — New London

Electrical Control Apparatus
Plainville Electrical Products Co The — Plainville

Electrical Controls
Monarch Electric Co (Allis Chalmers) — New Britain

Electrical Motors
Electric Specialty Co — Stamford
Iona Manufacturing Company The — Manchester
U S Electrical Motors Inc — Milford

Electrical Recorders
Bristol Co The — Waterbury

Electrical Relays and Controls
Allied Control Co — Plantaville

Electrical Switchboards
Plainville Electrical Products Co The — Plainville
Pneumatic Applications Co — Simsbury

Electrical Test Equipment
McNeal J D — New Haven

Electrical Wiring Systems
Wiremold Co The — Hartford

Electronic Parts
Patent Button Company The — Waterbury
Prentice Mfg Co The G E (stampings to customers' specifications) — Kensington
Terryville Manufacturing Co (Stampings to customer specifications) — Terryville

Electronics
Beau Electronics — Waterbury
Gray Manufacturing Company the — Hartford
McNeal J D — New Haven
Middletown Mfg Co (metal cabinets, chassis panels, brackets, cases) — Middletown
Ripley Co — Middletown
Sturrup Larabee & Warmers Inc — Middletown

Electroplating
Giering Metal Finishing Inc — Hamden
National Sherardizing & Machine Co — Hartford
Waterbury Plating Company — Waterbury

Electroplating—Equipment & Supplies
Apothecaries Hall Company Division — Waterbury
Comco Inc Div of Enthone Inc — New Haven
Hubbard Hall Chemical Company The — Waterbury
Lea Manufacturing Co The — Waterbury
MacDermid Incorporated — Waterbury

Electroplating Processes & Supplies
Enthone Inc — New Haven

Electrotypes
Barnum-Hayward Electrotype Co Inc — New Haven
Lockwood Sons Inc Wm H — Hartford
New Haven Electrotype Div Electrographic Corp — New Haven

Elevators
Eastern Elevator Co (passenger and freight) — New Haven
General Elevator Service Co — Hartford

Enameling
Giering Metal Finishing Inc — Hamden
Waterbury Plating Company — Waterbury

Enamels & Lacquers
Dobbs Chemical Co The (industrial finishes to customers' specifications) — New Haven

End Milling Cutters
Pratt & Whitney Co Inc (carbide and HSS) — West Hartford

End Mills
Atrax Company The (solid carbide) — Newington

Engraving—Plastic and Nonferrous Metals
Conn-Craft Co. — Waterbury
New England Engraving Company Div. of Dura Plastics of New York, Inc. — Westport
Salisbury Products Inc — Lakeville

Envelopes
Curtis 1000 Inc — Hartford
United States Envelope Company Hartford Division — Hartford

Excelsior
Nielsen & Sons Inc John R — South Windsor

Extractors—Tap
Walton Company The — West Hartford (Advt.)

Extruders and Accessories
Davis Electric Company (Ram Type Teflon Extruder) Wallingford
Standard Machinery and Davis-Standard Divisions of Franklin Research Corp Mystic

Eyelets
American Brass Company The Waterbury
Mark Eyelet & Stamping Co (small—metal stampings) Wolcott
Platt Bros & Co The Waterbury
Plume & Atwood Mfg Co The Thomaston
Scovill Manufacturing Company Waterbury
Stevens Co Inc Waterbury
Waterbury Companies Inc Waterbury

Eyelets, Ferrules and Wiring Terminals
American Brass Company The Waterbury
Waterbury Companies Inc Waterbury

Eyelet Machine Products
American Brass Company The Waterbury
Ball & Socket Mfg Co the West Cheshire
Cold Forming Mfg Co The Waterbury
Platt Bros & Co The Waterbury
Plume & Atwood Mfg Co The Thomaston
Stevens Co Inc Waterbury
Waterbury Companies Inc Waterbury

Fabricators
King Co Alfred B . North Haven
Scovill Manufacturing Company (aluminum, brass, bronze, copper, steel) Waterbury

Fabrics
Russell Mfg Co (Teflon, Moulded Fabric, Bearing Surfaces, High Temperature Fabrics) Middletown

Fan Blades
Torrington Manufacturing Company The Torrington

Fancy Dress Buttons and Buckles
Waterbury Companies Inc Waterbury

Fans—Electric
General Electric Company Bridgeport
Monarch Electric Co (attic, industrial and ventilating) New Britain

Fasteners—Aircraft
Scovill Manufacturing Company (PANELOC Aircraft Fasteners) Waterbury

Fasteners—Laundry Proof
Scoville Manufacturing Company (GRIPPER snap fasteners) Waterbury

Fasteners—Slide & Snap
G E Prentice Mfg Co Tile Kensington
Scovill Manufacturing Company (GRIPPER zippers and GRIPPER snap fasteners) Waterbury

Felt
Auburn Manufacturing Company The (mechanical, cut parts) Middletown
Drycor Felt Company (paper makers and industrial) Staffordville

Felt—All Purpose
American Felt Co (Mill & Cutting Plant) Glenville
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Fiber-glass Fabrication
Davis Co The E J West Haven

Fibre Board
Bird & Son Inc New Britain
Case Brothers Inc Manchester
Colonial Board Company Manchester
C H Norton Co The North Westchester
Stevens Paper Mills Inc The Windsor

File Cards
Standard Card Clothing Co The Stafford Springs

Filing Equipment
Wassell Organization Inc Westport

Filters—Fluid
Cuno Engineering Corp The Meriden

Finger Nail Clippers
H C Cook Co The Ansonia

Firearms
Colt's Patent Fire Arms Mfg Co Inc Hartford
Junion Screw Machine Products Inc West Haven
Marlin Firearms Co The New Haven
O F Mossberg & Sons Inc New Haven
Arms and Ammunition Div Olin Mathieson Chemical Corp New Haven

Firearms Accessories
Poly Choke Co Inc The East Hartford

Fire Alarm Systems
Fire-Lite Alarms Inc New Haven

Fire Hose
Fabrics Fire Hose (municipal and industrial) Sandy Hook

Fireplace Goods
John P Smith Co The (screens) New Haven

Fireworks
M Backes' Sons Inc Wallingford

Fishing Tackle
H C Cook The Ansonia

Flashlights
Bridgeport Metal Goods Mfg Co Bridgeport

Flat Springs
Bristol Spring Manufacturnig Co Plainville
Gemco Manufacturing Co Inc Southington

Flexible Shaft Machines
Pratt & Whitney Co Inc West Hartford

Float Switches
Gorn Electric Co Inc (for aircraft and commerical use) Stamford

Floor & Ceiling Plates
Beaton & Cadwell Mfg Co The New Britain

Fluorescent Lighting Equipment
Fullerton Manufacturing Corp Norwalk
Vanderman Manufacturing Co The Willimantic
Wiremold Company The Hartford

Foam Rubber
Armstrong Rubber Company The West Haven

Forgings
Atwater Manufacturing Company Plantsville
Billings & Spencer Company Hartford
Bridgeport Hardware Mfg Corp The Bridgeport
Capewell Manufacturing Company Hartford
Chase Brass & Copper Co Waterbury
Clark Brothers Bolt Co Milldale
Consolidated Industries Inc West Cheshire
Heppenstall Co (all kinds and shapes) Bridgeport
Scovill Manufacturing Company (Non-ferrous) Waterbury

Foundries
Connecticut Malleable Castings Co (malleable iron castings) New Haven
Derby Castings Company, The Seymour
Ductile Iron Foundry Inc Stratford
Farrel-Birmingham Company Inc (Iron and Steel) Ansonia
Hartford Electric Steel Corp The Hartford
Malleable Iron Fittings Co (Malleable Iron and Steel Castings) Branford
Plainville Casting Company (gray, alloy and high tensile irons) Plainville
Producto Machine Company The Bridgeport
Smith & Winchester Mfg Co The South Windham
Turner & Seymour Mfg Co The (gray, iron, semi steel and alloy) Torrington
Union Mfg Co (gray iron & semi steel) New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

Fountain Pens and Mechanical Pencils
Waterman Pen Company Inc Seymour

Foundry Riddles
John P Smith Co The New Haven

Four Slide Forms
Peck Spring Co Plainville

Frames—Hack Saw
Thompson & Son Co The Henry G New Haven

Fuel Oil Pump and Heater Sets
Peabody Engineering Corporation Stamford

Furnaces
Norwalk Airconditioning Corp South Norwalk

Gage Blocks
Pratt & Whitney Co Inc (Alloy steel and Carbide, Hoke and USA) West Hartford

Galvanizing
Malleable Iron Fittings Co Branford
Wilcox Crittenden & Co Inc Middletown

Gaskets
Auburn Manufacturing Company The (from all materials) Middletown
Raybestos Division of Raybestos-Manhattan Inc Bridgeport

Gaskets—Insulation
American Felt Co Glenville

Gas Range Conversion Burner
Holyoke Heater Corp of Conn Inc Hartford

Gas Scrubbers, Coolers and Absorbers
Peabody Engineering Corporation Stamford

Gauges
Bristol Co The (pressure and vacuum-recording automatic control) Waterbury
Helicoid Gage Division American Chain & Cable Co The (pressure and vacuum) Bridgeport
Maning Maxwell & Moore Inc Stratford
New Haven Trap Rock Co The Machine Products Div (Johan Universal and Special Purpose Gauge) North Branford
Pratt & Whitney Co Inc (Precision Measurement all types) West Hartford

Gears
Mitrametric Co The (blanked fine pitch) Torrington

Gears and Gear Cutting
Farrel-Birmingham Company Inc Ansonia
Fenn Mfg Co The Newington
Hartford Special Machinery Co The Hartford
United Gear & Machine Co Suffield

Generators
Hamco Inc (electric, portable, gasoline driven) New Haven

Glass Bowing
Macalaster Bicknell Company New Haven

Glass Containers
Feldman Glass Co. The New Haven

Glass Cutters
Fletcher-Terry Co The Forestville

Greeting Cards
A D Steinbach & Sons Inc New Haven

Grinding
Farrel-Birmingham Company Inc (Roll and Cylindrical) Ansonia
Hartford Special Machinery Co The (gears, threads, cams and splines) Hartford
Horberg Grinding Industries Inc (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) Bridgeport
K-F & D Mfg Company The (Contour and Precision) Manchester

Grinding Heads—Internal
Pratt & Whitney Co Inc (Pneumatic, High Speed) West Hartford

Grinding Machines
Farrel-Birmingham Company Inc (Roll) Ansonia
Pratt & Whitney Co Inc (Surface, Die, Gear and Cutter Grinders) West Hartford
Rowbottom Machine Company Inc (cam) Waterbury

Grommets
American Brass Company The Waterbury
Plume & Atwood Mfg Co The Waterbury

Guards for Machinery
Wheeler Co The G E New Haven

Hack and Band Saw Blades
Capewell Manufacturing Co The Hartford

Hair Hygiene Preparations
Parker Herbex Corporation Stamford

Hammers—Carpenters and Machinists
Capewell Manufacturing Company Hartford

Hand Tools
Billings and Spencer Company (wrenches sockets and shop tools) Hartford
Bridgeport Hardware Mfg Corp The (screw drivers, wrenches, nail pullers, box & crate openers, pliers, saws, trowels & special forgings) Bridgeport

Hardness Testers
Wilson Mechanical Instrument Div American Chain & Cable Company Inc Bridgeport

Hardware
Bassick Company The (Automotive) Bridgeport
City Lumber Co of Bridgeport Inc Bridgeport
Gordon Associates Derby
Harlock Products Corp New Haven
Sargent & Company New Haven
Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown
Yale & Towne Mfg Co The Stamford

Hardware—Marine & Bus
Rostand Mfg Co The Milford

Hardware—Trailer Cabinet
Excelsior Hardware Co The Stamford

Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware Corp New Britain
J H Sessions & Son Bristol
Yale & Towne Mfg Co The Stamford

Hat Machinery
Doran Bros Inc Danbury

Health Surgical & Orthopedic Supports
Berger Brothers Company The (custom made for back, breast and abdomen) New Haven

Heat Elements
Electroflex Heat Inc Hartford
Safeway Heat Elements Inc (woven wire resistance type) Middletown

Heat Exchangers
Whitlock Manufacturing Co The Hartford

Heat Sealing—Electronic
Berger Bros (vinyl-polyethylene) New Haven

Heat Treating
Bennett Metal Treating Co The Elmwood
Commercial Metal Treating Co Bridgeport
Hartford Machine Screw Company Hartford
New Britain-Gridley Machine Division The New Britain Machine Co New Britain
New Haven Heat Treating Co Inc New Haven
Skne Co Inc The William A (metals) Bridgeport
Stanley P Rockwell Co Inc The Hartford

(Advt.)

Heat-Treating Equipment
Barnes Co The Wallace Div Associated Spring Corp Bristol
Bauer & Company Inc Hartford
Rolock Inc (Retorts, Muffles, etc) Fairfield
Stanley P Rockwell Co Inc The (commercial) Hartford

Heat Treating Fixtures
Rolock Inc (Trays, Baskets, etc.) Fairfield
Wiretex Mfg Co Inc Bridgeport

Heat Treating Salts and Compounds
Mitchell-Bradford Chemical Co Milford

Heaters—Electric
General Electric Company Bridgeport

Heating and Cooling Coils
G & O Manufacturing Co New Haven

Heating Elements
Hartford Element Co Hartford

Heavy Chemicals
Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil) Naugatuck

Heavy Machinery
Smith & Winchester Mfg Co The South Windham

Hex-Socket Screws
Allen Manufacturing Company The Hartford
Bristol Company The Waterbury
Hartford Machine Screw Co Div of Standard Screw Co Hartford
Holo-Krome Screw Corp The West Hartford

High Frequency Alternators
Electric Specialty Co Stamford

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Homer D Bronson Company Beacon Falls

Hobs and Hobbings
ABA Tool & Die Co Manchester
Pratt & Whitney Co Inc (Die and Thread milling) West Hartford

Hoists and Trolleys
Union Mfg Company New Britain

Honing
K-F & D Mfg Company The Manchester

Hose Fittings
Scovill Manufacturing Company Waterbury

Hose—Flexible Metallic
American Brass Co
American Metal Hose Branch Waterbury

Hose Supporter Trimmings
Hawie Mfg Co The (So-Lo Grip Tabs) Bridgeport

Hospital & Rehabilitation Equipment
Polecats Inc Old Saybrook

Hydraulic Brake Fluids
Eis Manufacturing Co Middletown

Hypodermic Needles
Roehr Products Company Waterbury

Impregnating
American Metaseal Inc (metal, wood etc.) Hamden

Industrial Chrome Plating
Mirror Polishing & Buffing Co Waterbury

Industrial Displays
Sansone Co S Frederick (Designers Builders and Counselors) Short Beach

Industrial Finishes
Chemical Coatings Corporation Rocky Hill

Inks
Waterman Pen Company Inc Seymour

Insecticides
American Cyanamid Company Waterbury

Instalment Payment Books
Wassell Organization Inc Westport

Insulated Wire & Cable
General Electric Company (for residential commercial and industrial applications) Bridgeport
Kerite Company The Seymour

Insulated Wire & Cable Machinery
Davis Electric Company Wallingford

Instruments
Bristol Company The Waterbury
Manning Maxwell & Moore Inc Stratford
Penn Keystone Corporation Derby
Pratt & Whitney Co Inc (Precision Measuring) West Hartford

Integrators
Reflectone Corporation The Stamford

Interval Timers
Lux Clock Manufacturing Company Waterbury
Rhodes Inc M H Hartford

Jacquard
Case Brothers Inc Manchester

Japanning
H Sessions & Son Bristol

Jig Borer
Linley Brothers Company Bridgeport
Moore Special Tool Co (Moore) Bridgeport
Pratt & Whitney Co Inc West Hartford

Jigs, Fixtures & Gages
Federal Machine & Tool Co Bristol

Jig Grinder
Moore Special Tool Co (Moore) Bridgeport
Pratt & Whitney Co Inc West Hartford

Junior Automobiles
Power Car Company Mystic

Keller Machines
Pratt & Whitney Co Inc West Hartford

Key Blanks
Sargent & Company New Haven
Yale & Towne Mfg Co The Stamford

Labels
Naugatuck Chemical Division United States Rubber Co (for rubber articles) Naugatuck

Label Dispensers
Derby Sealers Inc (pressure-sensitive labels) Derby

Label Moisteners
Better Packages Inc ("Counterboy"—"Packer") Shelton
Derby Sealers Inc Derby

Laboratory Equipment
Eastern Industries Inc New Haven

Laboratory Supplies
Macalaster Bicknell Company New Haven

Laces
American Fabrics Company The Bridgeport
Wilcox Lace Corporation The Middletown

Laces and Nettings
Wilcox Lace Corporation The Middletown

Lacquers & Synthetic Enamels
Chemical Coatings Corporation Rocky Hill
I-Sis Chemicals Inc Stamford

Ladders
Flint Co A W New Haven

Laminated Metal
Bridgeport Brass Company Bridgeport

Lamps
Plume & Atwood Mfg Co The (metal oil) Waterbury

Lampholders—Incandescent and Flourescent
General Electric Company Bridgeport

Lamp Shades
Verplex Company The Essex

Lanterns—Battery Operated
Electrical Div Olin Mathieson Chemical Corp New Haven

Lathes—Toolroom and Automatic
Pratt & Whitney Co Inc West Hartford

Lead Plating
Christie Plating Co The Groton

Leather
Norwich Leather Co Norwich
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury

Leather Dog Furnishings
Andrew B Hendryx Co The New Haven
The Smith-Worthington Saddlery Co Hartford

Leather Goods Trimmings
G E Prentice Mfg Co The Kensington

Leather, Mechanical
Auburn Manufacturing Company The (packings, cubs, washers, etc) Middletown

Letterheads
Lehman Brothers Inc (designers, engravers, lithographers) New Haven

Lighting Accessories—Fluorescent
General Electric Company Bridgeport

Lighting Equipment
Fullerton Manufacturing Corp Norwalk
Miller Co The (Miller, Ivanhoe) Meriden

Lime
New England Lime Company Canaan

Lipstick Cases
Scovill Manufacturing Company Waterbury

Lipstick Containers
Bridgeport Metal Goods Mfg Co Bridgeport
Plume & Atwood Manufacturing Co Waterbury

Lithographers
O'Toole & Sons Inc T Stamford

Lithographing
City Printing Co. The New Haven
Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford
Lehman Brothers Inc New Haven
A D Steinbach & Sons New Haven

Locks—Banks
Yale & Towne Mfg Co The Stamford

Locks—Builders
Sargent & Company New Haven
Yale & Towne Mfg Co The Stamford

Locks—Cabinet
Excelsior Hardware Co The Stamford
Yale & Towne Mfg Co The Stamford

Locks—Special Purpose
Yale & Towne Mfg Co The Stamford

Locks—Suitcase and Trimmings
Excelsior Hardware Co The Stamford

Locks—Trunk
Excelsior Hardware Co The Stamford
Yale & Towne Mfg Co The Stamford

Locks—Zipper
Excelsior Hardware Co The Stamford

Loom—Non-Metallic
Wiremold Company The Hartford

Lubricants—Extreme Temperatures
Alpha Molykote Corp Stamford

Lubricants—High Pressure
Alpha Molykote Corp Stamford

Lubricating System—Mist
Thompson & Son Co The Henry G New Haven

Lumber & Millwork Products
City Lumber Co of Bridgeport Inc Bridgeport

Machetes
Collins Company The Collinsville

Machine Overload Monitors
Sperry Products Inc Danbury

Machine Shop Fabrication
Smith & Winchester Mfg Co The South Windham (Advt.)

Machine Tools
Farrel-Birmingham Company Inc — Ansonia
Pratt & Whitney Co Inc — West Hartford
Producto Machine Company The — Bridgeport

Machine Work
Banthin Engineering Co — Bridgeport
Farrel-Birmingham Company Inc — Ansonia
Fenn Manufacturing Company The (precision parts) — Newington
Fuller Brush Company The (precision contract work) — Hartford
Hartford Special Machinery Co The (contract work only) — Hartford
National Sheradizing & Machine Co. (job) — Hartford
Parker-Hartford Corporation — Hartford
Swan Tool & Machine Co The — Hartford
Torrington Manufacturing Co The (special rolling mill machinery) — Torrington

Machinery
Conn Machine Repair Inc (special mfg) — Bridgeport
Davis Electric Company (Wire and Cable) — Wallingford
Fenn Manufacturing Company The (special) — Newington
Hallden Machine Company The (mill) — Thomaston
Torrington Manufacturing Co The (mill) — Torrington

Machinery—Automatic
Banthin Engineering Company (new and rebuilt) — Bridgeport

Machinery—Bolt and Nut
Waterbury Farrel Foundry & Machine Co The — Waterbury

Machinery—Cold Heading
Waterbury Farrel Foundry & Machine Co The — Waterbury

Machinery Dealers & Rebuilders
Botwinik Brothers — New Haven
Bristol Metal Working Equipment — East Hartford
Conn. Machine Repair Inc. — Bridgeport
J L Lucas and Son — Fairfield
State Machinery Co Inc — New Haven

Machinery—Extruding
Standard Machinery and Davis-Standard Divisions of Franklin Research Corp — Mystic

Machinery—Metal-Working
Fenn Mfg Co The — Newington
Waterbury Farrel Foundry & Machine Co The — Waterbury
Pratt & Whitney Co Inc — West Hartford

Machinery—Nut
Waterbury Farrel Foundry & Machine Co The (forming and tapping) — Waterbury

Machinery—Screw and Rivet
Waterbury Farrel Foundry & Machine Co The — Waterbury

Machinery—Wire Drawing
Fenn Mfg Co The — Newington
Waterbury Farrel Foundry & Machine Co The — Waterbury

Machinery Rebuilding
Conn Machine Repair Inc — Bridgeport

Machinery—Wire Straightening
Mettler Machine Tool Inc — New Haven

Machinery—Wire Straightening and Cutting
Mettler Machine Tool Inc — New Haven

Machines
Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling) — Bridgeport
Coulter & McKenzie Machine Co The (special, new development engineering design and construction) — Bridgeport
Patent Button Company The — Waterbury

Machines Automatic
Globe Tapping Machine Co — Bridgeport

Machines—Automatic Chucking
New Britain-Gridley Machine Division The New Britain Machine Co (multiple spindle and double end) — New Britain
Pratt & Whitney Co Inc (Potter & Johnson) — West Hartford

Machines—Brushing
Fuller Brush Co The — Hartford

Machines—Draw Benches
Fenn Manufacturing Company The — Newington

Machines—Forming
Nilson Machine Company The A H (four-slide wire and ribbon stock) — Shelton

Machines—Paper Ruling
John McAdams & Sons Inc — Norwalk

Machines—Precision Boring
New Britain-Gridley Machine Division The New Britain Machine Co. — New Britain

Machines—Rolling
Fenn Manufacturing Company The — Newington

Machines—Slotting
Waterbury Farrel Foundry & Machine Co The (screw head) — Waterbury

Machines—Special
Fenn Mfg Co The — Newington
Fuller Brush Co The — Hartford

Machines—Swaging
Fenn Manufacturing Company The — Newington

Machines—Thread Rolling
Hartford Special Machinery Co The — Hartford
Peterson Division Mettler Machine Tool Inc — New Haven
Waterbury Farrel Foundry & Machine Co The — Waterbury

Machines—Turks Head
Fenn Manufacturing Company The — Newington

Machines—Wire Drawing
Fenn Manufacturing Company The — Newington

Machining—Horizontal Boring
Tucker Machine Co — New Haven

Manganese Bronze Ingot
Whipple and Choate Company — Bridgeport

Manicure Instruments
W E Bassett Company The — Derby

Marine Equipment
Wilcox-Crittenden Div North & Judd Mfg Co — Middletown

Marine Reserve Gears
Snow-Nabstedt Gear Corp The — New Haven

Marking Devices
Cooney Engraving Co — Branford
Hoggson & Pettis Mfg Co The — New Haven
Parker-Hartford Corporation (steel) — Hartford

Marking Tools
Parker-Hartford Corporation — Hartford

Materials Handling
Hayes-Te Equipment Corp Connecticut Conveyor Division (Conn-Veyor) — Unionville
Parsons Co Inc W A (tote pans) — Durham

Mats—Newspaper
Lockwood Sons Inc Wm H — Hartford

Mattresses
Waterbury Mattress Co — Waterbury

Metal Boxes
Parsons Co Inc W A (tool kits) — Durham

Metal Boxes and Displays
Durham Mfg Co The (Designing & Mfg to customers' specifications) — Durham
Merriam Mfg Co (Bond, Security, Cash, Utility, Personal Files, Drawer Safes, Custombilt containers and displays) — Durham
Middletown Mfg Co — Middletown

Metal Cleaners
Apothecaries Hall Company Division The Hubbard Hall Chemical Company — Waterbury
Enthone Inc — New Haven
MacDermid Incorporated — Waterbury

Metal Finishes
Enthone Inc — New Haven
Mitchell-Bradford Chemical Co — Milford

Metal Finishing
Hartford Industrial Finishing Co — Hartford
National Sheradizing & Machine Co — Hartford
Waterbury Plating Company — Waterbury

Metal Formings
Master Engineering Company — West Cheshire
Stanley Pressed Metal — New Britain

Metallurgists
Bridgeport Testing Laboratory Inc — Bridgeport

Metal Mouldings
Leed Co The H A — Hamden

Metal Novelties
H C Cook Co The — Ansonia

Metal Products—Stampings
American Brass Company The — Waterbury
Plume & Atwood Manufacturing Co — Thomaston
Prentice Mfg Co The G E — Kensington
J H Sessions & Son — Bristol
Scovill Manufacturing Company (Made-to-Order) — Waterbury
Stanley Pressed Metal — New Britain

Metal Specialties
Excelsior Hardware Co The — Stamford

Metal Spinning
Moseley Metal Crafts Inc — West Hartford

Metal Stampings
American Brass Company The — Waterbury
Better Formed Metals Inc — Waterbury
DooVal Tool & Mfg Inc The — Naugatuck
Excelsior Hardware Co The — Stamford
Greist Mfg Co The — New Haven
H C Cook Co The — Ansonia
Stanley Humason Inc — Forestville
Mohawk Mfg Co (threaded) — Middletown
J A Otterbein Company The (metal fabrications) — Middletown
J H Sessions & Son — Bristol
Patent Button Co The — Waterbury
G E Prentice Mfg Co The — Kensington
Plume & Atwood Mfg Co The — Thomaston
Saling Manufacturing Company — Unionville
Stanley Pressed Metal — New Britain
Swan Tool & Machine Co The — Hartford
Terryville Manufacturing Co — Terryville
Verplex Company The (Contract) — Essex
Waterbury Lock & Specialty Co The — Milford

Meters—Gas
Sprague Meter Company — Bridgeport

Meters—Parking
Rhodes Inc M H — Hartford

Microfilming
American Microfilming Service Co. — New Haven
Cine-Video Productions Inc — Milford

Milk Bottle Carriers
John P Smith Co The — New Haven

Mill Machinery
Torrington Manufacturing Company The — Torrington

Milling Machines
Pratt & Whitney Co Inc (Keller Tracer—Controlled Milling Machines) — West Hartford
Rowbottom Machine Company Inc (cam) — Waterbury

Mill Products
Scovill Manufacturing Company (aluminum, brass, bronze, nickel silver—sheet, rod, wire, tube) — Waterbury

Mill Supplies
Wilcox-Crittenden Div North & Judd Mfg Co — Middletown

Millwork
Hartford Builders Finish Co — Hartford

Miniature Precision Connectors
Gorn Electric Co — Stamford

Minute Minders
Lux Clock Mfg Co The — Waterbury

Mirror Rosettes and Hangers
Waterbury Companies Inc — Waterbury

Mixing Equipment
Easter Industries Inc — New Haven

Model Work
B & N Tool & Engineering Co (instruments and timing devices) — Thomaston
Conn-Craft Co. (Architectural and Industrial) — Waterbury

Mops
Fuller Brush Co The — Hartford

(Advt.)

Motion Picture Equipment
Victor Animatograph Corp a div of Kalart (16mm sound and silent projectors film splicers and rewinders) Plainville

Motion Pictures
Cine-Video Productions Inc Milford

Motor—Generator Sets
Electric Specialty Co Stamford

Motors—Electric Timing
Cramer Controls Corporation The Centerbrook

Motors—Hysteresis Synchronous
Beau Electronics Waterbury

Motors—Synchronous
Cramer Controls Corporation The Centerbrook
Electric Specialty Co Stamford

Moulded Plastic Products
Butterfield Inc T F Naugatuck
Patent Button Co The Waterbury
Scott & Sons Mfg Co Geo S Wallingford
Waterbury Companies Inc Waterbury
Watertown Mfg Co The Watertown

Mouldings
Himmel Brothers Co The (architectural, metal and store front) Hamden

Moulds
ABA Tool & Die Co Manchester
Hoggston & Pettis Mfg Co The (steel) New Haven

Name Plates
Conn-Craft Co. (Metal and Plastic) Waterbury
Cooney Engraving Co Branford
Seton Name Plate Co (metal & plastic name plates and identification tags) New Haven

Napper Clothing
Standard Card Clothing Co The (for textile mills) Stafford Springs

Nettings
Wilcox Lace Corp The Middletown

Newspaper Mats
Lockwood Sons Inc Wm H Hartford

Nickel Anodes
Apothecaries Hall Company Division
The Hubbard Hall Chemical Company
Seymour Manufacturing Co. The Seymour
Waterbury

Nickel Silver
American Brass Company The Waterbury
Bridgeport Brass Company Bridgeport
Plume & Atwood Mfg Co The Thomaston
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury
Western Brass Mills Div Olin Mathieson Chemical Corp (sheet, strip) New Haven

Nickel Silver Ingot
Whipple and Choate Company The Bridgeport

Night Latches
Sargent & Company New Haven
Yale & Towne Mfg Co Inc Stamford

Nitriding
Hartford Machine Screw Company Hartford

Non-ferrous Metal Castings
Miller Company The Meriden

Nuts, Bolts and Washers
Clark Brothers Bolt Co Milldale
Hartford Machine Screw Co Div of Standard Screw Co Hartford

Office Equipment
Pitney-Bowes Inc Stamford
Underwood Corporation Bridgeport & Hartford
Wassell Organization Inc Westport

Office Printing
Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford

Offset Printing
City Printing Co. The New Haven

Oil Burners
Miller Company The (domestic) Meriden
Peabody Engineering Corp (Mechanical and/or Steam Atomizer) Stamford
Silent Gow Oil Burner Corp The Hartford

Oil Tanks
Norwalk Tank Co The (550 to 30M gals, underwriters above and under ground) South Norwalk
Whitlock Manufacturing Co The Hartford

Oils—Cutting
Anderson Oil and Chemical Company, Inc. Portland

Optical Cores & Ingots
Plume & Atwood Mfg Co The Thomaston

Otis Woven Awning Stripes
The Falls Company Norwich

Ovens—Electric
Bauer & Company Inc Hartford

Packaging-Engineering
Commerce Packaging Corp Stamford
National Export Corp. (Military and Commercial—equipped for domestic and export packaging, canning, crating and shipping) New Haven

Packaging & Packing
Commerce Packaging Corp Stamford
Mercer & Stewart Co The Hartford

Packing
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre) Middletown
Raybestos Division of Raybestos-Manhattan Inc (Asbestos and Rubber Sheet) Bridgeport

Padlocks
Sargent & Company New Haven
Waterbury Lock & Specialty Co The Milford
Yale & Towne Mfg Co Inc Stamford

Pads—Office
The Baker Goodyear Company Branford

Paints
Tredennick Paint Manufacturing Co The Meriden

Paints and Enamels
Staminate Corp The New Haven

Panelyte
Leed Co The H A Hamden

Pants
Moore Special Tool Co (crush wheel dresser) Bridgeport

Pantographic Reproduction & Fabrication
Conn-Craft Co. (Metals, Plastics and Wood) Waterbury

Paperboard
Continental Can Co., Boxboard and Folding Carton Division Montville
Federal Paper Board Co Inc New Haven
New Haven Board & Carton Co The Montville, New Haven & Versailles
Robertson Paper Box Co Montville

Paper Boxes
Atlantic Carton Corp (folding) Norwich
National Folding Box Co Div Federal Paper Board Co Inc (folding) New Haven & Versailles
Mills Inc H J Bristol
New Haven Board & Carton Co The New Haven
Roberston Paper Box Co (folding) Montville

Paper Boxes—Folding and Setup
Bridgeport Paper Box Company Bridgeport
M Backers' Sons Inc Wallingford

Paper Clips
H C Cook Co The (steel) Ansonia

Paper Mill Machinery
Farrel-Birmingham Company Inc Ansonia

Paper—Shredded
Nielsen & Sons Inc John R South Windsor

Paper Tubes and Cores
Sonoco Products Co (Climax-Lowell) Div Mystic

Parallel Tubes
Sonoco Products Co (Climax-Lowell) Div Mystic

Parking Meters
Rhodes Inc M H Hartford

Parts
Hartford Machine Screw Co Div of Standard Screw Co Hartford
Scovill Manufacturing Company (ammunition, electric instrument, electrical appliance, fountain pen, instrument, lighting fixture, ordance, etc.—blanked, stamped, formed, drawn, re-drawn, forged, screw machined, headed, pointed, finished) Waterbury

Pattern-Makers
Farel-Birmingham Company Inc Ansonia

Pattern Shop
Smith & Winchester Mfg Co The South Windham

Penlights
Bridgeport Metal Goods Mfg Co Bridgeport

Pet Furnishings
Andrew B Hendrix Co The New Haven

Phosphor Bronze
American Brass Company The Waterbury
Bridgeport Brass Company Bridgeport
Miller Company The (sheets, strips, rolls) Meriden
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury
Western Brass Mills Div Olin Mathieson Chemical Corp (sheets, strip) New Haven

Phosphor Bronze Ingots
Whipple and Choate Company The Bridgeport

Photo Engraving
Dowd Wyllie & Olson Inc Hartford
Wilcox Photo Engraving Co Inc New Haven

Photocopy Equipment and Supplies
Ludwig Inc F G Old Saybrook

Photographic Equipment
Electrical Div Olin Mathieson Chemical Corp New Haven
Kalart Company Inc Plainville

Piano Repairs
Pratt Read & Co Inc (keys and action) Ivoryton

Piano Supplies
Pratt Read & Co (keys and actions, backs, plates) Ivoryton

Pins
CEM Company ("Spirol") Danielson
Hartford Machine Screw Co Div of Standard Screw Co Hartford

Pin Up Lamps
Verplex Company The Essex

Pipe
American Brass Co The (brass and copper) Waterbury
Bridgeport Brass Co (brass and copper) Bridgeport
Chase Brass & Copper Co (red brass and copper) Waterbury
Howard Co (cement well and chimney) New Haven

Pipe Fittings
Malleable Iron Fittings Co Branford

Pipe Plugs
Hartford Machine Screw Co Div of Standard Screw Co Hartford
Holo-Krome Screw Corporation The (countersunk) West Hartford

Pipe Plugs—Socketed
Hartford Machine Screw Co Div of Standard Screw Co Hartford
Holo-Krome Screw Corp The West Hartford

Pistols & Revolvers
Colt's Patent Fire Arms Mfg Co Inc Hartford

Plastic Bottles
Plax Corporation Bloomfield

Plastic Buttons
Frank Parizek Manufacturing Co The West Willington
Patent Button Co The Waterbury

Plastic Engraving
Conn-Craft Co. Waterbury
New England Engraving Co Div of Dura Plastics of New York Inc Westport
Salisbury Products Inc Lakeville

Plastic Extruders
Jessall Plastic Inc Kensington

Plastic Fabrication
Conn-Craft Co. Waterbury
Dura Plastics of New York, Inc. Westport
Fabricon Corp Unionville
Salisbury Products Inc Lakeville

Plastic Film & Sheet Materials
Gilman Brothers Co The Gilman
Plax Corporation Bloomfield

Plastic Forming
Dura Plastics of New York, Inc. Westport

Plastic Lining Equipment
Comco Inc Div of Enthone Inc New Haven

Plastic Material
Dura Plastics of New York, Inc. (sheet, rod & tube) Westport

Plastic Molders
Plastic Molding Corporation Sandy Hook

Plastic Molding
Butterfield Inc T F Naugatuck
U S Plastic Molding Corporation Wallingford

Plastic Moulders
Conn Plastics Waterbury
Engineered Plastics, Inc. Watertown
Scott & Sons Mfg Co Geo S Wallingford
Waterbury Companies Inc Waterbury
Watertown Mfg Co The Watertown

Plastic Pipe and Fittings
Comco Inc Div of Enthone Inc New Haven

Plastic Printing Plates
Lockwood Sons Inc Wm H Hartford

Plastic Wire Coating Materials
Electronic Rubber Co Stamford

Plastics
Naugatuck Chemical Division United States Rubber Co Naugatuck
(Advt.)

Plastics Machinery
Farrel-Birmingham Company Inc — Ansonia

Plastics—Moulds & Dies
Crown Tool & Die Co Inc — Bridgeport

Plasticrete Bloc
Plasticrete Corp — Hamden

Platers
Acme Chromium Plating Co. — New Haven
Christie Plating Co — Groton
Chromium Process Company The (Chromium Plating only) — Shelton
Patent Button Co The — Waterbury
Water Plating Company — Waterbury

Platers' Equipment
Apothecaries Hall Company — Waterbury
Comco Inc Div of Enthone Inc — New Haven
Lea Manufacturing Co The — Waterbury
MacDermid Incorporated — Waterbury

Platers Metal
Plume & Atwood Mfg Co The — Thomaston

Plating
Christie Plating Co The (including lead plating) — Groton
Giering Metal Finishing Inc — Hamden
Superior Plating Co — Bridgeport
Tec-Plate Inc — Windsor Locks

Plating Processes and Supplies
Enthone Inc — New Haven
Seymour Manufacturing Co. The — Seymour
State Testing Laboratory Inc (plating analyses) — Bridgeport

Plumbers' Brass Goods
Bridgeport Brass Co — Bridgeport
Keeney Mfg Co The (special bends) — Newington
McGuire Mfg. Co. — Waterbury
Scovill Manufacturing Company — Waterbury

Plumbing Specialties
Risdon Manufacturing Co John M Russell Div — Naugatuck

Pole Line Hardware
Malleable Iron Fittings Co — Branford

Police Equipment
The Smith-Worthington Saddery Co — Hartford

Polishing
C & E Metal Finishing Co — Hartford
Mirror Polishing & Buffing Co — Waterbury

Postage Meters
Pitney Bowes Inc — Stamford

Potentiometers—Electronic
Bristol Company The — Waterbury

Precision Machine Tool Spindles
Whitnon Manufacturing Co (for milling, grinding, boring & drilling) — Farmington

Precision Manufacturing
Hartford Machine Screw Co Div of Standard Screw Co — Hartford

Precision Revolving Machinery
Whiton Manufacturing Co — Farmington

Precision Sheet Metal Fabrication
Milford Fabricating Co — Milford

Precision Springs & Wire Forms
Rowley Spring Co Inc The — Bristol

Premium Specialties
Waterbury Companies Inc — Waterbury

Preservatives—Wood, Rope, Fabric
Darworth Incorporated ("Cuprinol") ("Cellu-san") — Simsbury

Pressboard
Case & Risley Press Paper Co (genuine) — Oneco

Press Papers
Case Brothers Inc — Manchester

Presses
Farrel-Birmingham Company Inc (Hydraulic) — Ansonia

Presses—Power
Pneumatic Applications Co The (modernization of presses through conversion to Wichita Air Clutch operation) — Simsbury
Waterbury Farrel Foundry & Machine Co The — Waterbury

Pressure Vessels
Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) — South Norwalk
Whitlock Manufacturing Co The — Hartford

Printing
Allied Printing Service Inc — Manchester
Bussmann Press Inc — New Haven
Case Lockwood & Brainard A Division of Connecticut Printers Inc — Hartford
City Printing Co. The — New Haven
Finlay Brothers — Hartford
Heminway Corporation The — Waterbury
Hildreth Press — Bristol
Hunter Press — Hartford
Lehman Brothers Inc — New Haven
Taylor & Greenough Co The — Wethersfield
T B Simonds Inc — Hartford
A D Steinbach & Sons — New Haven
The Walker-Rackliff Company — New Haven

Printing Machinery
Banthin Engineering Co (automatic) — Bridgeport

Printing Plates
Lockwood Sons Inc Wm H — Hartford

Printing Rollers
Chambers-Storck Company Inc The (engraved) — Norwich

Printing—Silk Screen
Ad-Craft Displays, Inc. — Bloomfield

Production Control Equipment
Ripley Company Inc — Middletown
Wassell Organization Inc — Westport

Profilers
Pratt & Whitney Co Inc — West Hartford

Propellers—Aircraft
Hamilton Standard Div United Aircraft Corp (propellers and other aircraft equipment) — Windsor Locks

Protective Coatings
Harrison Company The A S (Waxes) — South Norwalk

Publishers
O'Toole & Sons Inc The — Stamford

Pumps
Sumo Pumps Inc (Deep-well electro-submersible) — Stamford
Yale & Towne Mfg Co The — Stamford

Pumps—Small Industrial
Eastern Industries Inc — New Haven

Punches
Hoggson & Pettis Mfg Co The (ticket & cloth) — New Haven

Putty Softeners—Electrical
Fletcher Terry Co The — Forestville

Pyrometers
Bristol Co The (recording and controlling) — Waterbury

Radiation—Finned Copper
Bush Manufacturing Co — West Hartford
G & O Manufacturing Company The — New Haven
Vulcan Radiator Co The (steel and copper) — Hartford

Radiators—Engine Cooling
G & O Manufacturing Co — New Haven

Ratchet Offset Screw Driver
Chapman Co J W — Durham

Rayon Staple Fiber
Hartford Rayon Corp The — Rocky Hill

Reamers
Atrax Company The (solid carbide) — Newington
Pratt & Whitney Co Inc (All types) — West Hartford
Pratt & Whitney Co Inc (all types carbide and HSS) — West Hartford

Record Equipment
Wassell Organization Inc (filing equipment) — Westport

Recorders
Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) — Waterbury

Reduction Gears
Farrel-Birmingham Company Inc — Ansonia
Snow-Nabstedt Gear Corp The — New Haven

Refractories
Howard Company — New Haven
Mullite Works Refractories Div H K Porter Co Inc — Shelton

Refrigeration
Dunham-Bush Inc — West Hartford

Research & Development
Raymond Engineering Laboratories (Electro-Mechanical) — Middletown
State Testing Laboratory Inc (chemical/physical testing) — Bridgeport

Resistance Wire
C O Jeliff Mfg Co The (nickel chromium, copper nickel, iron chromium, aluminum) — Southport
Kanathal Corporation The — Stamford

Respirators
American Optical Company Safety Products Division — Putnam

Retainers
Hartford Steel Ball Co The (bicycle & automotive) — Hartford

Rigid Plastic Sheet Material
Gilman Brothers Company The — Gilman

Riveting Machines
Grant Mfg & Machine Co The — Bridgeport
Linley Brothers Company — Bridgeport
Ripley Company Inc — Middletown
H P Townsend Manufacturing Co The — Elmwood

Rivets
Clark Brothers Bolt Co — Milldale
Plume & Atwood Mfg Co The — Thomaston
Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) — Bridgeport
Raybestos Div of Raybestos-Manhattan Inc The (iron) — Bridgeport

Rods
American Brass Company The (copper, brass, bronze) — Waterbury
Bridgeport Brass Company — Bridgeport
Bristol Brass Corp The (brass and bronze) — Bristol
Scovill Manufacturing Company (aluminum, brass, bronze, etc.) — Waterbury

Rollers—Bituminous Paving
Gabb Special Products Div E Horton & Son Company — Windsor Locks

Roller Skate Wheels
Raybestos Division of Raybestos-Manhattan Inc — Bridgeport

Roller Skates
Arms and Ammunition Div Olin Mathieson Chemical Corp — New Haven

Rolling Mills & Equipment
Farrel-Birmingham Company Inc — Ansonia
Fenn Mfg Co The — Newington
Precision Methods & Machines Inc — Waterbury
Waterbury Farrel Foundry & Machine Co The — Waterbury

Rolls
Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel) — Ansonia

Roofing
Lurie Inc A — Bloomfield

Rotary Files
Atrax Company The (carbide) — Newington

Routers
Atrax Company The (solid carbide) — Newington

Rubber Chemicals
Naugatuck Chemical Division United States Rubber Co — Naugatuck
Stamford Rubber Supply Co The ("Factice" Vulcanized Vegetable Oils) — Stamford

Rubberized Fabrics
Duro-Gloss Rubber Co The — New Haven

Rubber Footwear
Goodyear Rubber Co The — Middletown

Rubber Gloves
Seamless Rubber Company The — New Haven

Rubber—Handmade Specialties
Seamless Rubber Company The — New Haven

Rubber Latex Compounds and Dispersions
Naugatuck Chemical Division United States Rubber Co (coating, impregnating and adhesive compounds) — Naugatuck
(Advt.)

Rubber Mill Machinery
Farrel-Birmingham Company Inc — Ansonia

Rubber—Molded Specialties
Airex Rubber Prod Corp — Portland
Bond Rubber Corporation — Derby
Seamless Rubber Company The — New Haven

Rubber Products
Airex Rubber Prod Corp — Portland

Rubber Printing Plates
ADS Inc Div CSW Plastic Types Inc — Hartford
Lockwood Sons Inc Wm H — Hartford

Rubber Products—Mechanical
American Felt Co — Glenville
Auburn Manufacturing Company The (washers, gaskets, molded parts) — Middletown
Seamless Rubber Company The — New Haven

Rubber—Reclaimed
Naugatuck Chemical Division United States Rubber Co — Naugatuck

Rubbers
Naugatuck Chemical Div U S Rubber Co (synthetic rubbers and latex) — Naugatuck

Rubbish Burners
John P Smith Co The — New Haven

Rust Preventives
Anderson Oil and Chemical Company, Inc — Portland
Enthone Inc — New Haven

Rust Removers
Enthone Inc — New Haven

Saddlery
The Smith-Worthington Saddlery Co — Hartford

Safety Belts
Russell Mfg Co — Middletown

Safety Clothing
American Optical Company Safety Products Division — Putnam

Safety Fuses
Ensign-Bickford Co The (mining & detonating) — Simsbury

Safety Gloves and Mittens
American Optical Company Safety Products Division — Putnam

Safety Goggles
American Optical Company Safety Products Division — Putnam

Saw Blades—Hack
Capewell Mfg Co The — Hartford
Thompson & Son Co The Henry G — New Haven

Saw Blades—Hack & Band
Capewell Manufacturing Company — Hartford

Saws, Band, Metal Cutting
Atlantic Saw Mfg Co — New Haven
Capewell Manufacturing Co The — Hartford
Thompson & Son Co The Henry G — New Haven

Saws—Hole
Capewell Manufacturing Co The — Hartford
Thompson & Son Co The Henry G — New Haven

Sawdust
Nielsen & Sons Inc John R (graded hardwood and softwood) — South Windsor

Scissors
Acme Shear Company The — Bridgeport

Screens
Hartford Wire Works Co The (Windows, Doors and Porches) — Hartford

Screw Caps
Weimann Bros Mfg Co The (small for bottles) — Derby

Screw Machines
H P Townsend Mfg Company The — Elmwood

Screw Machine Products
Accurate Screw Products Inc (B & S Swiss & Davenports) — Southington
Apex Tool Co Inc The — Bridgeport
Auto Electric Screw Machine Co Inc — Bridgeport
Brown Manufacturing Co (up to 1½" capacity) — New Britain
Consolidated Industries — West Cheshire
Eastern Machine Screw Corp The — New Haven
Fairchild Screw Products Inc — Winsted
Franklin Screw Machine Co The (up to 1½" capacity) — Hartford
Garthwait Mfg Co A E (up to and incl ½") — Greist Mfg Co The (up to 1½" capacity) — New Haven
Hartford Machine Screw Co Div of Standard Screw Co (up to 5" capacity) — Hartford
Horberg Grinding Industries Inc (heat treated and ground type only) — Bridgeport

Screw Machine Products (Cont.)
Stanley Humanson Inc — Forestville
Independent Screw Machine Products (up to and incl 1¼" capacity) — Hartford
Junior Screw Machine Products Inc — West Haven
Lowe Mfg Co The — Wethersfield
Main Screw Machine Products (davenport & automatics exclusively) — Waterbury
National Automatic Products Company The — Berlin
Nelson's Screw Machine Products — Plantsville
New Britain Machine Company The — New Britain
New Haven Screw Machine Prods Inc (up to 1½" capacity) — Milford
Newton Screw Machine Products Co — Plainville
Olson Brothers Company (up to ⅜" capacity) — Plainville
Olson & Sons R P — Southington
Plume & Atwood Mfg Co The — Thomaston
Scovill Manufacturing Company — Waterbury
United Screw Machine Co — Thomaston
Waterbury Machine Tools & Products Co (Brown & Sharpe and Davenport) — Waterbury

Screw Machine Tools
American Cam Company Inc (Circular Form Tools) — Hartford
Pratt & Whitney Co Inc Reamers, Taps, Dies, Blades and Knurls) — West Hartford
Somma Tool Co (precision circular form tools) — Waterbury

Screws
Allen Manufacturing Company The — Hartford
American Screw Company — Willimantic
Atlantic Screw Works (wood) — Hartford
Bristol Company The (socket set and socket cap screws) — Waterbury
Clark Brothers Bolt Co — Milldale
Hartford Machine Screw Co Div of Standard Screw Co — Hartford
Holo-Krome Screw Corporation The (socket set and socket cap) — West Hartford
Scovill Manufacturing Company — Waterbury
Superior Manufacturing Co The — Winsted

Screws—Socket
Allen Manufacturing Company The — Hartford
Bristol Co The — Waterbury
Hartford Machine Screw Co Div of Standard Screw Co — Hartford
Holo-Krome Screw Corp The — West Hartford

Sealing Tape Machines
Better Packages Inc ("Counterboy," "Tapeshooter," "Big Inch") — Shelton
Derby Sealers Inc (gummed and pressure-sensitive tapes) — Derby

Seals
Russell Mfg Co (for oven doors and fire bulkheads) — Middletown

Sewing Machines
Greist Mfg Co The (Sewing Machine attachments) — New Haven
Singer Manufacturing Company The (industrial) — Bridgeport

Sharpeners
Gorn Electric Co Inc (electric knife and scissors) — Stamford

Shaving Soaps
J B Williams Co The — Glastonbury

Shears
Acme Shear Co The (household) — Bridgeport

Sheet Metal Fabrications
Lurie Inc A — Bloomfield

Sheet Metal Products
American Brass Co The (brass and copper) — Waterbury
Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) — Durham
Parsons Co Inc W A (fabricators) — Durham
Plume & Atwood Mfg Co The — Thomaston
United Manufacturing Co Division of the W L Maxson Corp — Hamden

Sheet Metal Stampings
American Brass Company The — Waterbury
American Buckle Co The — West Haven
DooVal Tool & Mfg Inc The — Naugatuck
J H Sessions & Son — Bristol
Plume & Atwood Mfg Co The — Thomaston
Scovill Manufacturing Company (aluminum, brass, bronze, copper, nickel silver, steel and other metals and alloys) — Waterbury

Sheet Steel
Dolan Steel Company Inc — Bridgeport

Shell Cores
Victors Brass Foundry Inc — Guilford

Shell Molding
Victors Brass Foundry Inc — Guilford

Shells
Scovill Manufacturing Company (aluminum, brass, bronze, copper, nickel silver—drawn, stamped—electric socket, screw) — Waterbury
Wolcott Tool and Manufacturing Company Inc — Waterbury

Showcase Lighting Equipment
Wiremold Company The — Hartford

Signals
H C Cook Co The (for card files) — Ansonia

Signs
Ad-Craft Displays, Inc. (all types, quantity only) — Bloomfield
Conn-Craft Co. (3 Dimensional, Plastic, Metal & Wood) — Waterbury

Silk Screen Process Printing
Ad-Craft Displays Inc — Bloomfield
Norton Co R H — New Haven
Sirocco Screen prints — New Haven
Stifel & Kufta Inc — New Britain

Silk Screening on Metal
Ad-Craft Displays Inc — Bloomfield
Merriam Mfg Co (Displays and Specialties, to order) — Durham

Simulators
Reflectone Corporation The — Stamford

Sintered Metal Products
American Sinterings Div of Engineered Plastics Inc (Powder Metal Parts) — Watertown
Raybestos Division of Raybestos-Manhattan Inc — Bridgeport

Sizing and Finishing Compounds
American Cyanamid Company — Waterbury

Slide Fasteners
G E Prentice Mfg Co The — Kensington
North & Judd Manufacturing Co — New Britain
Scovill Manufacturing Company (GRIPPER zippers) — Waterbury

Smoke Stacks
Bigelow Company The (steel) — New Haven
Norwalk Tank Co The — South Norwalk

Snap Fasteners
Scovill Manufacturing Company (GRIPPER snap fasteners) — Waterbury

Soap
J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) — Glastonbury

Special Machinery
Banthin Engineering Company (complete and/or parts) — Bridgeport
Boesch Mfg Co Inc — Danbury
Farrel-Birmingham Company Inc — Ansonia
Federal Machine & Tool Co — Bristol
Fenn Mfg Co The — Newington
Hartford Special Machinery Co The — Hartford
H P Townsend Mfg Company The — Elmwood
National Sheradizing & Machine Co (mandrels & stock shells for rubber industry) — Hartford
Swan Tool & Machine Co The — Hartford
Tucker Machine Co — New Haven

Special Parts
Fenn Mfg Co The — Newington
Greist Mfg Co The (small machines, especially precision stampings) — New Haven
J H Sessions & Son — Bristol

Spinnings
Gray Manufacturing Company The — Hartford

Spline Milling Machines
Townsend Mfg Co The H P — Elmwood

Spotwelding
Spotwelders Inc (aluminum, steel, magnesium, titanium & alloys) — Stratford

Spray Painting Equipment and Supplies
Lea Manufacturing Co The — Waterbury

Spring Coiling Machines
Torrington Manufacturing Co The — Torrington

Spring Presses
Townsend Mfg Co The H P — Elmwood

Spring Units
Owen Silent Spring Division American Chain & Cable Company Inc — Bridgeport

Spring Washers
Barnes Co The Wallace Div Associated Spring Corp — Bristol

Springs
Central Spring Co (Torsion and Double Torsion) — Terryville

Springs—Coil & Flat
Barnes Co The Wallace Div Associated Spring Corp — Bristol
Barrett Co William L — Bristol
Bristol Spring Manufacturing Co — Plainville
Foursome Manufacturing Co — Bristol
Newcomb Spring Corp The — Southington
New England Spring Mfg Co — Unionville
Peck Spring Co The — Plainville
Stanley Humason Inc — Forestville

Springs—Flat
Atlantic Precision Spring Co — Forestville
Barnes Co The Wallace Div Associated Spring Corp — Bristol
Bristol Spring Manufacturing Co — Plainville
Foursome Manufacturing Co — Bristol
Stanley Humason Inc — Forestville
New England Spring Mfg. Co. — Unionville
Peck Spring Co — Plainvill

(Advt.)

Springs—Wire
Banner Spring Corporation Hartford
Barnes Co The Wallace Div Associated Spring Corp Bristol
Bernston Co J W Plainville
Bristol Spring Manufacturing Co Plainville
Colonial Spring Corporation The Hartford
Connecticut Spring Corporation The (compression, extension, torsion) Hartford
Foursome Manufacturing Co Bristol
Stanley Humason Inc Forestville
Newcomb Spring Corp The Southington
New England Spring Mfg. Co. Unionville
Peck Spring Co Plainville
D R Templeman Co (coil and torsion) Plainville

Springs, Wire & Flat
Peck Spring Co Plainville

Sprinklers
Scovill Manufacturing Company (GREEN SPOT) Waterbury

Stamped Metal Products
American Brass Company The Waterbury

Stampings
DooVal Tool & Mfg Inc The Naugatuck
Foursome Manufacturing Co Bristol
Plume & Atwood Mfg Co The (small) Thomaston
Scovill Manufacturing Company (aluminum, brass, bronze, copper, nickel silver, steel and other metals and alloys—automotive, electrical, radio, etc.—deep drawn, enameled) Waterbury
Stanley Pressed Metal New Britain

Stampings—Small
Acme Shear Co The Bridgeport
Barnes Co The Wallace Div Associated Spring Corp Bristol
Barret Co William L Bristol
Bristol Spring Manufacturing Co Plainville
Greist Manufacturing Co The New Haven
Stanley Humason Inc Forestville
Wire Form Inc Milldale

Stamps
Hoggson & Pettis Mfg Co The (steel) New Haven
Parker-Hartford Corporation (steel) Hartford

Stationery Specialties
American Brass Company The Waterbury

Steel Castings
Hartford Electric Steel Corp The (carbon, low alloy and stainless steel castings) Hartford
Malleable Iron Fittings Co Branford
Nutmeg Crucible Steel Co Branford

Steel—Cold Rolled Spring
Barnes Co The Wallace Div Associated Spring Corp Bristol
Detroit Steel Corporation Hamden

Steel—Cold Rolled Stainless
Seymour Manufacturing Co. The Seymour
Ulbrich Stainless Steels Wallingford
Wallingford Steel Company Wallingford

Steel—Cold Rolled Strip
Detroit Steel Corporation Hamden
Stanley Works The New Britain

Steel—Cold Rolled Strip and Sheets
Detroit Steel Corporation New Haven
Wallingford Steel Company Wallingford

Steel Goods
Merriam Mfg Co (sheets products to order) Durham

Steel—Ground Flat Stock
Thompson & Son Co The Henry G New Haven

Steel Rolling Rules
Waterbury Lock & Specialty Co The Milford

Steel Stamps
Cooney Engraving Co Branford

Steel Strapping
Stanley Works The New Britain

Stereotypes
New Haven Electrotype Div Electrographic Corp New Haven

Stop Clocks, Electric
H C Thompson Clock Co the Bristol

Storage Batteries
R A E Storage Battery Mfg Co Glastonbury

Straps, Leather
Auburn Manufacturing Company The (textile, industrial, skate, carriage) Middletown

Strip Steel
Dolan Steel Company Inc Bridgeport

Structural Mouldings
Leed Co The H A Hamden

Studio Couches
Waterbury Mattress Co Waterbury

Super Refractories
Mullite Works Refractories Div H K Porter Co Inc Shelton

Surface Metal Raceway & Fittings
Wiremold Company The Hartford

Surgical Dressings
Acme Cotton Products Co Inc East Killingly
Seamless Rubber Company The New Haven

Surgical Rubber Goods
Seamless Rubber Company The New Haven

Swaging Machinery
Fenn Mfg Co The Newington

Sweeping Compounds
Nielsen & Sons Inc John R South Windsor

Switchboards Wire and Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Switches—Electric
General Electric Company Bridgeport

Synthetic Fabrics
American Felt Co Glenville

Tabulating Equipment—Manual
Denominator Company Inc Woodbury
Veeder-Root Incorporated Hartford

Tanks
Acme Welding Div United Tool & Die Co West Hartford
Bigelow Company The (steel) New Haven
Comco Inc Div of Enthone Inc (steel, alloy and lined) New Haven
Connecticut Welders Inc (steel, alloy & lined) Wallingford
King Co Alfred B (steel, alloy and lined) North Haven
Norwalk Tank Co The South Norwalk
Rolock Inc (Alloy) Fairfield
Storts Welding Company (steel and alloy) Meriden

Tap Extractors
Walton Company The West Hartford

Tape
Russell Mfg Co (Glass Electrical Insulating Tapes, Glass Fabrics for Plastic Moulding) Middletown

Tapes—Industrial Pressure Sensitive
Seamless Rubber Company The New Haven

Tape Machines
Better Packages Inc (Manual and electric models for case taping) Shelton
Derby Sealers Inc (manual and electric models) Derby

Taps
Hanson-Whitney Company The Hartford
Pratt & Whitney Co Inc West Hartford

Tarred Lines
Brownell & Co Inc Moodus

Telemetering Instruments
Bristol Co The Waterbury

Television—Radio
Junior Screw Machine Products Inc West Haven

Testers—Insulation
McNeal J D New Haven

Testers—Insulation Wire & Cable
Davis Electric Company Wallingford

Testers—Nondestructive, Ultrasonic
Sperry Products Inc Danbury

Testing
State Testing Laboratory Inc (environmental, X-ray, tensile, bearings) Bridgeport

Textile Printing Gums
Polymer Industries Inc Springdale

Textile Processors
Amerbelle Corporation Rockville

Thermometers
Bristol Co The (recording and automatic control) Waterbury
Manning Maxwell & Moore Inc Stratford

Thin Gauge Metals
Plume & Atwood Mfg Co The Thomaston
Thinsheet Metals Co The (plain or tinned in rolls) Waterbury

Thread
American Thread Co The Willimantic
Belding Heminway Corticelli Putnam

Thread Chasers
Geometric Tool Division, Greenfield Tap & Die Corp New Haven

Thread Gages
Hanson-Whitney Company The Hartford
Pratt & Whitney Co Inc West Hartford

Thread Milling Machines
Hanson-Whitney Company The Hartford
Pratt & Whitney Co Inc West Hartford

Thread Rolling
Bland Burner Co The Thread Products Div Hartford

Thread Rolling Machinery
Hartford Special Machinery Co The Hartford
Mettler Machine Tool Inc New Haven

Threading Machines
Grant Mfg & Machine Co The (double end automatic) Bridgeport

Timers, Interval
A W Haydon Co The Waterbury
H C Thompson Clock Co The Bristol
Cramer Controls Corporation The Centerbrook
Rhodes Inc M H Hartford

Timing Devices
B & N Tool & Engineering Co (development and model work) Thomaston
Cramer Controls Corporation The Centebrook
A W Haydon Co The Waterbury
Lux Clock Manufacturing Company Waterbury
Rhodes Inc MH Hartford
United States Time Corporation The Waterbury

Timing Devices & Time Switches
A W Haydon Co The Waterbury
Lux Clock Manufacturing Company Waterbury
M H Rhodes Inc Hartford

Tinning
Thinsheet Metals Co The (non-ferrous metals in rolls) Waterbury
Wilcox-Crittenden Div North & Judd Mfg Co Middletown

Tires
Armstrong Rubber Company The West Haven

Tokens
Scovill Manufacturing Company (bus, street car and subway fare) Waterbury

Tool Bits
Thompson & Son Co The Henry G New Haven

Tool Chests
Vanderman Manufacturing Co The Willimantic

Tool Hardening
Commercial Metal Treating Co Bridgeport

Tools
B & N Tool & Engineering Co (dies, jigs, fixtures, sub-press and progressive) Thomaston
Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St New Haven

Tools & Dies
Metropolitan Tool & Die Hartford
Moore Special Tool Co Bridgeport
Swan Tool & Machine Co The Hartford

Tools, Dies & Fixtures
Greist Mfg Co The New Haven

Tools, Dies, Jigs & Fixtures
Lyons Tool & Die (modelwork, jig boring) Meriden
Otterbein Co J A Middletown
Telke Tool & Die Mfg Co New Britain

Tools, Fixtures, Gauges
Fredericks Tool Co J F West Hartford

Toroidal Winding Machines
Boesch Mfg Co Inc Danbury

Totalizers
Reflectone Corporation The Stamford

Toys
Geo S Scott Mfg Co The Wallingford
Gilbert Co The A C New Haven
N N Hill Brass Co The East Hampton
Waterbury Companies Inc Waterbury

Transformers
Monarch Electric Co (Allis Chalmers) New Britain

Trucks—Commercial
Metropolitan Body Company (International Harvester Truck chassis and "Metro" bodies) Bridgeport

Truck—Lift
Excelsior Hardware Co The Stamford

Trucks—Skid Platforms
Excelsior Hardware Co The (lift) Stamford

Tube Clips
H C Cook Co The (for collapsible tubes) 32 Beaver St Ansonia
Weimann Bros Mfg Co The (for collapsible tubes) Derby

Tube Fittings
Scovill Manufacturing Company (UNIFLARE flared tube and LOXIT compression tube) Waterbury

Tubers
Standard Machinery and Davis-Standard Divisions of Franklin Research Corp Mystic (Advt.)

Tubes—Collapsible Metal
Sheffield Tube Corp The — New London

Tubing
American Brass Co The (brass and copper) — Waterbury
Bridgeport Brass Company (brass and copper) — Bridgeport
G & O Manufacturing Co (finned) — New Haven
Scovill Manufacturing Company (Brass and Copper) — Waterbury
Wallingford Steel Co The (stainless and super metals) — Wallingford

Tubing—Flexible Metallic
American Brass Co Metal Hose Branch — Waterbury

Tubing—Heat Exchanger
American Brass Company The — Waterbury
Scovill Manufacturing Company — Waterbury

Tumbling Barrels and Accessories
Nielsen & Sons Inc John R — South Windsor
Wheeler Co G E — New Haven

Tumbling Equipment and Supplies
Esbec Barrel Finishing Corp — Byram

Tumbling Service
Esbec Barrel Finishing Corp — Meriden

Turntables
Macton Machinery Company Inc (industrial & display) — Stamford

Typewriters
Royal McBee Corp — Hartford
Underwood Corporation — Hartford

Typewriters—Portable
Royal McBee Corp — Hartford
Underwood Corporation — Hartford

Typewriter Ribbons and Supplies
Royal McBee Corp — Hartford
Underwood Corporation — Hartford and Bridgeport

Ultrasonic Processing Equipment
General Ultrasonics Co The — Hartford

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) — Mystic

V-Belt Drives
Monarch Electric Co (Allis Chalmers) — New Britain

Vacuum Bottles and Containers
American Thermos Products Co — Norwich

Vacuum Cleaners
Electrolux Corporation — Old Greenwich
Spencer Turbine Co The — Hartford

Valves—Automobile Tire
Bridgeport Brass Company — Bridgeport

Valves—Aircraft
Bridgeport Thermostat Div Robertshaw-Fulton Controls Co — Milford

Valves—Radiator Air
Bridgeport Brass Company — Bridgeport

Valves—Relief & Control
Beaton & Caldwell Mfg Co — New Britain

Valves—Safety & Relief
Manning Maxwell & Moore Inc — Stratford

Vanity Boxes
Bridgeport Metal Goods Mfg Co — Bridgeport
Plume & Atwood Manufacturing Co — Thomaston
Scovill Manufacturing Company — Waterbury

Varnishes
Staminite Corp The — New Haven

Velvets
American Velvet Co (owned and operated by A Wimpfheimer & Bros Inc) — Stonington
Leiss Velvet Mfg Co Inc The — Willimantic

Venetian Blinds
Findell Manufacturing Company — Manchester
Jennings Company The S Barry — New Haven

Ventilating Systems
Colonial Blower Company — Plainville

Vertical Shapers
Pratt & Whitney Co Inc — West Hartford

Vibrators—Pneumatic
Branford Co The (industrial) — New Haven

Vinyl Extrusion & Moulding Compounds
Electronic Rubber Co — Stamford

Vises
Fenn Manufacturing Company The (Quick-Action Vises) — Newington
Vanderman Manufacturing Co The (Combination Bench Pipe) — Willimantic

Wall Paper
Stamford Wall Paper Co Inc — Stamford

Washers
American Felt Co (felt) — Glenville
Auburn Manufacturing Company The (all materials) — Middletown
Clark Brothers Bolt Co — Milldale
Fabricon Corp — Unionville
Plume & Atwood Mfg Co The (brass & copper) — Thomaston
Saling Manufacturer Company (made to order) — Unionville

Washers—Felt
American Felt Co — Glenville
Chas W House & Sons Inc (Mills & Cutting Plant) — Unionville

Watches
E Ingraham Co The — Bristol
United States Time Corporation The — Waterbury

Water Deionizers
Penfield Mfg Co — Meriden

Water Heaters
Whitlock Manufacturing Co The (instantaneous & storage) — Hartford

Water Heaters— Electric
Bauer & Company Inc — Hartford

Water Heaters—Gas or Kerosene
Holyoke Heater Corp of Conn Inc — Hartford

Waxes
Harrison Company The A S (and other protective coatings) — South Norwalk

Waxes—Floor
Fuller Brush Co The — Hartford

Webbing
Russell Mfg Co (Webbing for Safety Seat Belts—all types of webbing) — Middletown

Wedges
Saling Manufacturing Company (hammer & axe) — Unionville

Welded Products
Acme Welding Div United Tool & Die Co — West Hartford

Welding
Aircraft Welding & Mfg Co Inc (aluminum, stainless steel, magnesium) — Hartford
Connecticut Welders Inc (fabrication & repairs) — Wallingford
Farrel-Birmingham Company Inc — Ansonia
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) — Hartford
King Co Alfred B — North Haven

Welding—Lead
Connecticut Welders Inc (tanks & coils) — Wallingford
King Co Alfred B — North Haven
Lead Products, Inc. (tanks and fabrication) — Manchester
Storts Welding Company (tanks and fabrication) — Meriden

Welding—Lead Bricks
Lead Products, Inc. — Manchester

Welding Rods
American Brass Company The — Waterbury
Bridgeport Brass Company — Bridgeport
Bristol Brass Co The (brass & bronze) — Bristol

Welding Solder
Lead Products, Inc. (wire, bar and cakes and babbits) — Manchester

Wells
Church Co The Stephens B — Seymour

Wicks
American Felt Co — Glenville
Auburn Manufacturing Company The (felt, asbestos) — Middletown
Holyoke Heater Corp of Conn Inc — Hartford

Wiffle Ball
Wiffle Ball Inc The — New Haven

Window & Door Guards
Hartford Wire Works Co The — Hartford
Smith Co The John P — New Haven

Wire
American Brass Company The — Waterbury
Atlantic Wire Co The (steel) — Branford
Bartlett Hair Spring Wire Co The — North Haven
Bridgeport Brass Company (brass and silicon bronze) — Bridgeport
Bristol Brass Corp The (brass & bronze) — Bristol
Driscoll Wire Co The (steel) — Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) — Winsted
Platt Bros & Co The (zinc and zinc alloy wires) — Waterbury
Plume & Atwood Mfg Co The (brass, bronze, nickel silver) — Thomaston
Scovill Manufacturing Company (Brass, Bronze and Nickel Silver) — Waterbury

Wire and Cable
Continental Wire Corp (for industrial and military applications) — Wallingford
General Electric Company (for residential, commercial and industrial applications) — Bridgeport
Rockbestos Products Corporation (all asbestos, mining, shipboard and appliance applications) — New Haven

(Advt.)

Wire Arches & Trellises
Hartford Wire Works Co The — Hartford
John P Smith Co The — New Haven

Wire Baskets
Wiretex Mfg Inc (Industrial, for acid, heat, treating and degreasing) — Bridgeport

Wire Cloth
Hartford Wire Works Co The — Hartford
C O Jeliff Mfg Co The (all metal, all meshes) — Southport
Pequot Wire Cloth Co Inc — Norwalk
Rolock Inc (Alloy) — Fairfield
Smith Co The John P — New Haven

Wire Dipping Baskets
Hartford Wire Works Co The — Hartford
John P Smith Co The — New Haven

Wire Drawing Dies
Waterbury Wire Die Co The — Waterbury

Wire Forming Machinery
Nilson Machine Company The A H — Shelton
Torrington Manufacturing Company The — Torrington

Wire Formings
G E Prentice Mfg Co The — Kensington
Master Engineering Company — West Cheshire
North & Judd Manufacturing Co — New Britain
Peck Spring Co — Plainville
Turner & Seymour Manufacturing Co The — Torrington
Verplex Company The — Essex

Wire Forms
Atlantic Precision Spring Co — Forestville
Banner Spring Corporation — Hartford
Barnes Co The Wallace Div Associated Spring Corp — Bristol
Bristol Spring Manufacturing Co — Plainville
Central Spring Co (short run orders) — Terryville
Colonial Spring Corporation The — Hartford
Connecticut Spring Corporation The — Hartford
Foursome Manufacturing Co — Bristol
Gemco Manufacturing Co Inc — Southington
Stanley Humason Inc — Forestville
New England Spring Mfg Co — Unionville
Peck Spring Co — Plainville
Templeman Co D R — Plainville
Terryville Manufacturing Co — Terryville
Wire Form Inc — Milldale

Wire Goods
American Buckle Co The (overall trimmings) — West Haven
Patent Button Co The — Waterbury
Scovill Manufacturing Company (To Order) — Waterbury

Wire Partitions
Hartford Wire Works Co The — Hartford
John P Smith Co The — New Haven

Wire Products
Stanley Humason Inc — Forestville
Peck Spring Co — Plainville
Plume & Atwood Mfg Co The (to order) — Thomaston

Wire Reels
Mettler Machine Tool Inc — New Haven
Nilson Machine Company The A H — Shelton

Wire Rings
American Buckle Co The (pan handles and tinners' trimmings) — West Haven
Stanley Humason Inc — Forestville
Peck Spring Co — Plainville
Templeman Co D R — Plainville

Wire—Specialties
Andrew B Hendryx Co The — New Haven

Wire Straightening and Cutting Machinery
Mettler Machine Tool Inc — New Haven

Wiring Devices
Harvey Hubbell Inc — Bridgeport

Wood Scrapers
Fletcher-Terry Co The — Forestville

Woodwork
C H Dresser & Sons Inc (Mfg all kinds of woodwork) — Hartford
Hartford Builders Finish Co — Hartford

Woven Felts—Wool
Chas W House & Sons Inc (Mills & Cutting Plant) — Unionville

Yarns
Aldon Spinning Mills Corporation The (fine-woolen and specialty) — Talcottville
Ensign-Bickford Co The (jute-carpet) — Simsbury
Hartford Spinning Incorporated (Woolen, knitting and weaving yarns) — Unionville

Zinc
Platt Bros & Co The (ribbon, strip and wire) P O Box 1030 — Waterbury

Zinc Castings
Newton-New Haven Co Inc — West Haven

Zinc Die Castings
Mt Vernon Die Casting Corporation — Stamford

(Continued from page 55)

the early recruiting period. No recruiter should feel pressed to indicate the exact starting salary available to a particular man, so long as he can and will quote the appropriate *base* figure for the applicable degree and the *basis* of computing the additive structure.

Pre-Interview Preparation. Most placement offices have well-used libraries which should be stocked with up-to-date material. Some businesses fail to plan this part of their activities carefully enough, so students who are prospecting find nothing but three-year-old annual reports on hand when they come in to look around.

A number of successful companies make it a practice to get in touch with the placement officers before the formal interview period even starts. They ask for resumes of men interested in the kinds of jobs they have to offer, scan grade lists, geographical groupings, and the names of extracurricular leaders. In some cases they seek out the men that look promising, or write them special letters inviting them to come in for an interview.

Such an advance program can pay real dividends, though it is more likely to bear fruit in a business or technical school where the students headed for nonbusiness careers have been more or less screened out.

Summer recruiting programs are becoming more and more popular. Though this approach started out as a plan to reach technically trained students early in their careers, it is now being extended to all kinds of prospective executives. Some firms have even closed down their senior-year recruiting activities, and have concentrated on signing men up for summer work. Such vacation-time programs are carefully planned to introduce the man to the company, and vice versa, thus reducing the risk when a man is finally hired.

The Interview Itself. All this planning and preparation reaches a climax in the interviews, which can be very important indeed. Here, again, the experience of placement personnel and effective recruiters offers some guidance to companies who are launching their talent search.

In the first place, the businessman should not be surprised if the applicants start interviewing him! This apparently topsy-turvy situation became so pronounced in one institution that the placement director had to assure the company representatives that he was not running any rehearsal sessions; it was simply that the men wanted to know certain facts about the company—and also about living conditions in the area where they would be assigned, schools, arrangements for military leaves, and the amount of traveling required.

"After all," one experienced placement counselor has pointed out, "a job interview provides an opportunity for two people to sit down in peace and amity and to explore their mutual interests, with a view to forming a partnership based on mutual respect and admiration."

And, of course, any candidate interested enough to ask about the company is also anxious to know what the next step is. Exactly when is he likely to hear from the company? What about visits to headquarters? Should he take any further moves, or wait until he is approached again? A clearcut statement about such details leaves a good impression.

The Follow-Up. If a prospective employee is invited to visit the company, he should see as many people as possible. He will want to meet and talk with those who will be his associates and superiors if the firm wants him—and he wants the firm. In the case of married men, some organizations have made it a practice to show wives around and help them get oriented.

Prompt and well-worded letters either making an offer or turning a student down are good public relations devices. At the same time, it may well be important to let the placement office know the final outcome of the campaign. They will appreciate the courtesy—and it will help the next time their services are needed.

A number of companies keep files on men they wanted but failed to hire. By keeping track of their whereabouts, they have been able to make them subsequent offers, and thus have picked them up on the second go-round.

Competitive Talent

The competition for able young people continues to be keen, and the kind of program previously outlined may soon prove to be only the barest minimum for companies whose needs are continuous and sizable. The danger is that executives will not use their imaginations and management skill in this important area of company policy, but will try to rely instead on higher and higher starting salaries.

A campaign which is carefully tailored to the interests and aspirations of today's young people—and these goals do not include merely more money—is the key to maintaining the needed flow of talent into American industry.

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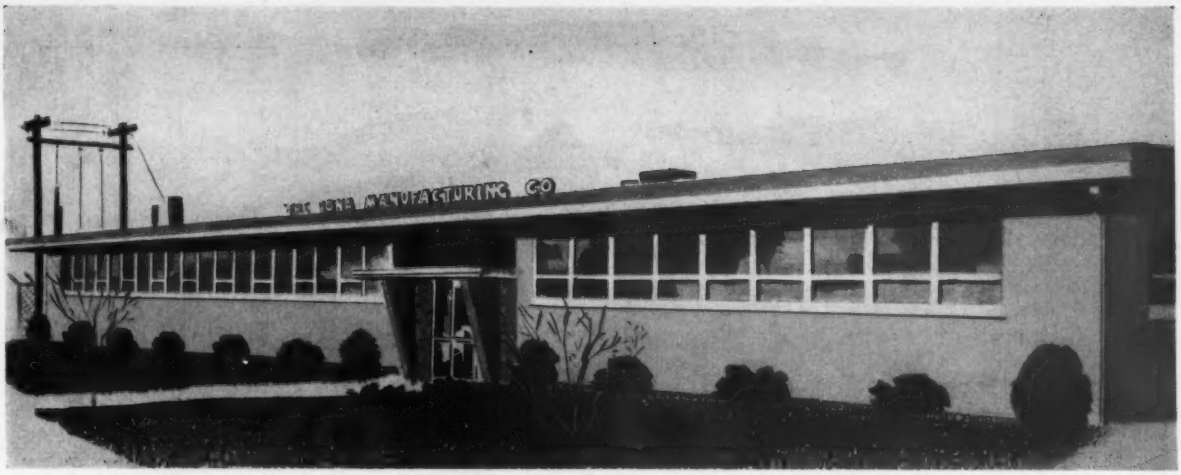
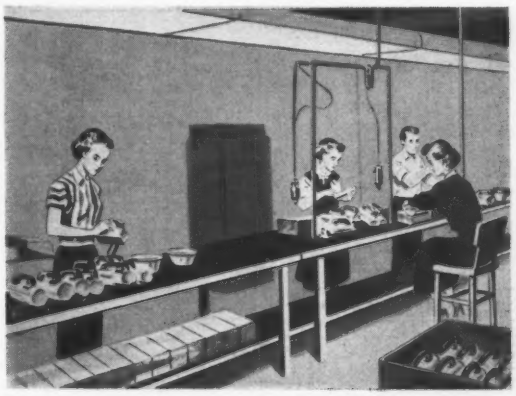


HEATING and COOLING ELECTRICALLY

at IONA MANUFACTURING COMPANY, Manchester

Four electric Heat Pumps serve the recent addition to IONA MANUFACTURING COMPANY. *They operate in an area where several factors challenge the possibility of uniform temperature. In one area, there is a large shipping and service door; in another, process heat affects the temperature; a third is adjacent to the old central heating pipes. The Heat Pumps work independently, each taking care of its own area, all contributing to even temperature throughout the plant.*



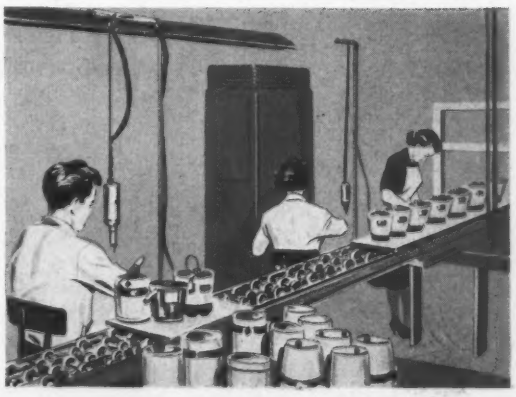
In any place where year round climate control is necessary or desirable, the Heat Pump provides versatility, flexibility and economy. It is an automatic weather machine which needs only air and electricity for year round operation. Where water is available, a water source Heat Pump may be used.

VERSATILITY. The Heat Pump represents automatic, all-weather temperature control. It heats in winter; cools in summer. There is continuous introduction of fresh, filtered air into the system.

FLEXIBILITY. The Heat Pump can be installed anywhere there is access to electricity and air. Several units may be used (as at IONA) to give zone control.

ECONOMY. The Heat Pump offers many indirect economies. There's no need to use valuable space for fuel storage. No chimney is needed. Maintenance costs are minimal. Dust and pollens are controlled.

THE INDUSTRIAL POWER REPRESENTATIVE at your electric utility company can tell you more about Heat Pumps. He will be glad to work with you, your consulting engineer or contractor to give you the best, most modern heating and cooling equipment.

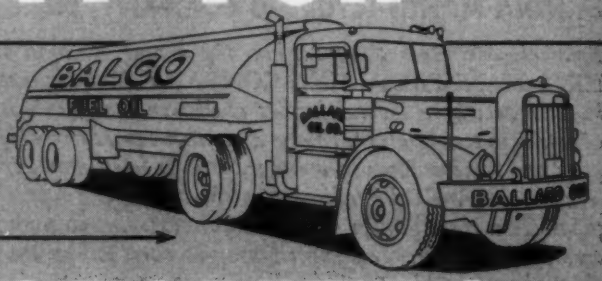


THE HARTFORD ELECTRIC LIGHT COMPANY
THE CONNECTICUT LIGHT AND POWER COMPANY

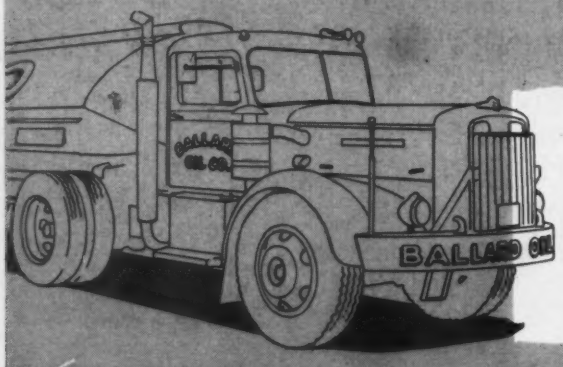
THE HOUSATONIC PUBLIC SERVICE COMPANY
THE UNITED ILLUMINATING COMPANY

BUNKER "C"

ECONOMY REALLY PAID OFF FOR BALLARD



FUEL CUSTOMERS LAST WINTER!



Winter 1958-1959 set new "Degree Day" records! Ballard Bunker "C" users found that their fuel savings set new records, too! Bunker "C" can lower next winter's fuel bills for YOU—plan NOW. Call Hartford, JAckson 9-3341 or Groton, HIlltop 5-9724, for a Ballard Heating Engineer.

The BALLARD OIL CO. • Wethersfield or Groton, Conn.